



## Minutes of the Faculty Senate

**Date: 10-31-2023**

**Presiding: DeAnna Owens-Mosby (Instruction and Curriculum Leadership)**

**Secretary: Jeni Loftus (Sociology)**

**Senators Present:** Lynda Black (Cecil C Humphreys School of Law), Kathryn Hicks (Anthropology), Matthew Parris (Biological Sciences), William Alexander (Chemistry), Reza Banai (City and Regional Planning), Sajjan Shiva (Computer Science), Esra Ozdenerol (Earth Sciences), Leah Windsor (English), Alistair Windsor (Mathematical Sciences), David Gray (Philosophy), Sanjay Mishra (Physics and Materials Science), Stephanie Huetten (Psychology), Katie Norwood (School of Social Work), Jeni Loftus (Sociology), Melanie Conroy (World Languages and Literatures), Jennifer Thompson (Architecture), Brian Ruggaber (Theater & Dance), Michael Anderson Schults (Rudi E. Scheidt School of Music), Patrick Murphy (Counseling, Educational Psychology & Research), Edith Gnanadass (Leadership), Mrs. Barbara Fitzgerald, Esq. (College of Professional & Liberal Studies), Deborah Moncrieff (School of Communication Sciences & Disorders), Brian Janz (Business Information and Technology), Andrew Hussey (Economics), Mark Sunderman (Finance, Insurance and Real Estate), Frances Fabian (Management), Gensheng Liu (Marketing & Supply Chain Management), Zabihollah Rezaee (School of Accountancy), Jessica Jennings (Biomedical Engineering), Eddie Jacobs (Electrical and Computer Engineering), Genae Strong (Loewenberg College of Nursing), Fawaz Mzayek (School of Public Health), Gerald Chaudron (University Libraries)

**Senator Present by Proxy:** Beverly Tsacoyianis (Scott Marler – History), Thomas Hrach (Tori Cliff - Journalism & Strategic Media), Greg Hughes (William Travis – College of Health Sciences)

**Senators Absent:** Daniel E. Millican (Military Sciences, Naval Sciences), Mihalios Golias (Civil Engineering), Matthew Parris (Biological Sciences), Gladius Lewis (Mechanical Engineering), Jennifer Thompson (Architecture), Rhema Fuller (Kemmons Wilson School of Hospitality), Coe Lapossy (Art), Amanda Young (Communication & Film)

**Guests:** Colton Cockrum (IEAAA), Richard Evans (UMAR), Karen Weddle-West (SAS VAP), Bill Hardgrave (President) Jeff Marchetta (Trustee), David Russamanno (Provost), Sara K. Bridges (Ombudsperson), Balaji Krishnan, Vice Provost of International Affairs and Tierene Nichols (Admin Assoc).

The five hundredth meeting of the University of Memphis Faculty Senate was held on Tuesday, October 31<sup>st</sup>, 2023, in the University Center Faculty Senate Chambers.



#### **10.31.23.01 CALL TO ORDER (2:40 P.M.)**

President DeAnna Owens-Mosby called the meeting to order at 2:40 pm with a quorum present.

#### **10.31.23.02 APPROVAL OF AGENDA**

The agenda was approved as written.

#### **10.31.23.03 APPROVAL OF MINUTES**

The minutes of the September 26<sup>th</sup>, 2023, Faculty Senate (FS) meeting were approved by acclamation as written.

#### **10.31.23.04 PRESIDENT'S REPORT**

Faculty Evaluation Metric - President Owens-Mosby reported that the EC met with President Hardgrave to gain additional insight on the charge. EC is analyzing current deidentified data of Faculty Evaluation Trends between 2018-2023 across colleges and schools to assess patterns within academic units. We are working on a plan on how to handle this charge.

President Owens-Mosby reported that the Administration Building and Fountain has been lit up and dyed pink in honor of Breast Cancer Awareness month.

President Owens-Mosby reported that the Provost allocated a health insurance subsidy for international students for 2024-2025.

President Owens-Mosby presented her Vision for the Faculty Senate 2023-2024.

See attached Power Point Presentation for the President's Vision.

#### **10.31.23.05 REPORTS**

##### ***Standing Committee Reports***

*Committee on Committees: Chair, Alistair Windsor*

President Owens-Mosby yielded to Committee on Committees Chair Alistair Windsor who reported that the Committee on Committees has completed the formation of the ombudsperson committee.

*Academic Policies Committee: Chair, Edith Gnanadass*

President Owens-Mosby yielded to Academic Policies Committee Chair Edith Gnanadass who reported that a draft AI policy was sent out to the senate and they are looking for feedback. The committee is also working on textbook affordability and looking into potential issues with the Course Hero website.

*Academic Support Committee: Chair, Dursen Peksen*



President Owens-Mosby yielded to Academic Support Committee Chair Dursen Peksen who reported that the committee met with ITS who informed them that the Zoom service will no longer be available after summer 2024. ITS also encourages faculty to restart their computers on a weekly basis for updates.

*Administrative Policies Committee: Chair, Stephanie Huette*

President Owens-Mosby yielded to Administrative Policies Committee Chair Stephanie Huette who reported that they are working on their charge relating to faculty evaluations of administrators. They are still doing research into that survey and how effective it is and how much it is used. They expect to have a report reading at the next meeting and maybe also a motion.

*Budget and Finance Committee: Chair, Zabi Rezaee*

President Owens-Mosby yielded to Budget and Finance Committee Chair Zabi Rezaee who reported that at the last senate meeting they presented a progress report and sought comments and suggestions from senators. The committee met with Bridget Decent in the Office of Institutional Research and discussed the development of the list. The committee then met and discussed which variables should be included in the analysis in the development of the list of institutions. They identified 62 variables that should be included. This list was submitted to Bridget Decent and she will perform analyses based on the new list of variables. The committee will meet when they have the list from Bridget Decent to prepare a motion for the November 28<sup>th</sup> senate meeting. Once that list is approved the committee will work on their charges of analyzing faculty salaries.

*Faculty Policies Committee: Chair, Lynda Black*

President Owens-Mosby yielded to Faculty Policies Committee Chair Lynda Black who reported that they met with the Executive Committee and with Colton Cockrum to discuss the COACHE survey. They are also working on one faculty handbook revision involving adding an appendix for the trustee similar to what we have the ombudsperson.

*Library Policies Committee: Chair, Frances Fabian*

President Owens-Mosby yielded to Library Policies Committee Chair Frances Fabian who reported that their charge was to try and reconcile some of the issues with managing and reconciling budget issues for the library. Frances Fabian is on the search committee for the new Executive Director of the library.

*Research Policies Committee: Chair, Debbie Moncrief*

President Owens-Mosby yielded to Research Policies Committee Chair Debbie Moncrief who reported that they were given the charge to review the Centers and Institutes Policy. The committee sought feedback from faculty and got many responses. Our committee went through the recommendations and culled them down to the primary points. The committee's recommendations are included in a report attached to the end of these minutes.



### **10.31.23.06 OLD BUSINESS**

Motion to Revise Appendix A of the Faculty Handbook

Moved to March

Motion to Appoint Faculty Representatives to the Faculty Appeals Committee

Resolved at the last senate meeting

Motion to Appoint Faculty Representatives to University Committees

Resolved at the last senate meeting

### **10.31.23.07 NEW BUSINESS**

COACHE Faculty Satisfaction Survey – Colton Cockrum, AVP of Institutional Effectiveness, Accreditation, and Academic Success

COACHE survey is based out of Harvard and is very commonly used across academic institutions in the United States.

Goal 5 of the strategic plan is to recruit, retain, reward and recognize our people. We need a metric of faculty satisfaction; this survey has that.

We have a lot of change going on at many different levels, so this is a great time to collect data on faculty satisfaction.

We want to be able to use this data to provide actionable next steps.

The COACHE survey covers multiple area of faculty issues.

We would like to administer the survey in the spring semester, then in year two have a committee look over the data and come up with some suggestions on how to move forward, year three we would act on those initiatives, and then year four we would administer the survey again.

The hope is that the senate would take a role in an ad hoc committee to drive some change. We need to take the findings seriously and use the data for change.

See attached handout for more information on the COACHE survey.

History, and Trends of International Enrollment – Balaji Krishnan, Vice Provost of International Affairs

The point of this presentation is to provide information on where we were, where we are now, and where we hope to go with international enrollment, and how the senate can help with what we want to accomplish.

These discussions began in 2019 with discussion of the demographic cliff and decreasing enrollments across universities. At that time, we had low international enrollment. In the last 3 years we have significantly increase our international enrollment. This impact our budget because most of these international students are fee paying students, and international students pay higher tuition.

Krishnan took on this role in early 2020. Because of the pandemic, this was not an ideal time to begin international recruitment.



They began running webinars to focus on the future in various parts of the world. This helped when everything came back online, and our name was out there, and we began to grow.

In 2020, the goal was to reach 10% of enrollment with international students in five years. We will likely reach that goal in fall of 2024. However, we may need to increase that percentage to compensate for declines in domestic enrollments.

The growth is mainly driven by graduate enrollments rather than undergraduate. A future initiative is to increase undergraduate enrollments, though not to the same extent as graduate enrollment.

We have had a decline in domestic enrollment numbers for graduate students. International enrollment has allowed us to stay fairly steady in our overall enrollment.

International graduate enrollment is primarily at the masters level.

There has been a learning curve in determining admissions standards that will allow students to come in and be successful.

The programs that are the major drivers of international enrollment at the graduate level include computer science, data science and information systems.

Future Initiatives:

- Diversify programmatically – into engineering, math, sciences, and health programs. STEM is more attractive to international students because they get three years of Optional Practical Training.

- Diversifying markets – into African, Middle East, Latin America.

- Increase international undergraduate enrollment.

- Develop faculty champions for collaboration and doctoral student recruitment.

- Establish a database of experts for webinars for an international audience for brand building.

How the faculty senate can collaborate:

- Share the strategies with your colleagues and how this has impacted our budget. Without international students we would have had significant budget cuts.

- We are an R1 institution. Most R1 institutions have an international enrollment between 10-12%. We were at 3%. It is important for us to increase our global footprint in order to maintain an R1 status.

- People's perspectives change and improve when they are exposed to other cultures. Many of our students cannot afford to travel the world, so we should bring the world to them.

- Provide input to improve student success. The input they have gotten from faculty in programs with many international students has helped to improve student success rates.

- Talk to people in your departments about starting the database of the experts.

- See attached Power Point Presentation

Questions:



Zabihollah Rezaee (School of Accountancy)– can you give us a breakdown of students from different countries? And the quality of our programs is as important as the quantity. What can we do to improve the academic performance of international students?

Krishnan – Second part first, as far as the quality of the program, that is up to the departments. I hope that faculty are not teaching to the lowest common denominator and are maintaining the standards. The number of students who were not successful was higher in the beginning than they are today. Some of the interventions that we have done have helped. We will continue to do. It does not make sense to focus only on enrollment and not on retention and success.

Brian Janz (Business Information and Technology) – In a department that has had a great increase in international students. We did have issues in terms of student success. We kept our standards where they were, and we had failure rates higher than they used to be. The success rate has gone way up in the last year. I failed more students in 2020 and 2021 than I had in the previous 26 years. Now the failure rate is very low again. So the quality is going up. So whatever you are doing is working.

Krishnan – I'd love to take credit for that, but it is the faculty that we have worked with who have said lets look at the students who are not doing well and what are the common factors? If language is the problem, then let's increase the cutoff for English proficiency. For a year there we thought we were in big trouble because of the number of students who were not succeeding, but now they are succeeding.

Sajjan Shiva (Computer Science) – Teaching to the middle has gone away, because if I teach to the middle I will fail the majority of my class. We have let our admission standards go to recruit these students.

Krishnan – the average admission rate of students applying to an MA program is somewhere between 50-60%, for Computer Science it is close to 20%. What may have been the case a year ago, is no longer the case. We have significantly changed some of these criteria for admissions. I'd be happy to share the data with you on what these students' backgrounds are, what their GPAs are, what their GREs are.

Esra Ozdenerol (Earth Sciences) - I teach GIS and I have had more data science students in my class than any other time. Brings up a collaboration between departments. We should be having cross disciplinary discussions to develop strategies to work on our curriculum. In terms of quality, I like the IT students in my GIS class. They have the background in computer science, but I'm teaching them how to think spatially. I think this internationalization will build up some collaborations.

Krishnan – In reference to the first part of your question, Zabi. Where are the students coming from? Close to 60% of international students on our campus come from India. One third of the world's population is either Chinese or Indian. China, in 2019 and 2020, was off limits to us. India makes sense for a place for us to start. Helps that English is the language of instruction in India. And there not significant problems for them getting visas. Seeing significant numbers of applications from Ghana and Nigeria, but they are having problems getting the F1 visa they need. Some of this is a function of US state department policies that will push us in one direction. But we can't have 60% of our students come from one country. Geopolitics is a funny game, we don't know when things will change. Diplomatic changes can make it difficult for students to



come from certain countries. From an institutional risk perspective it's not a good idea for us to have 60% of our students come from one country. Would like to see the number of students from India stay the same, but their percentage of the overall international student population decrease.

Zabihollah Rezaee (School of Accountancy)– Do you have any marketing tool or brochures that we can take with us to international conferences to promote our program here. Do you have something you can share with faculty? Also, your next focus should be on BRICS countries.

Krishnan – IEI is focusing on Brazil. Faculty who are traveling, we'd love it if you would share materials.

Sajjan Shiva (Computer Science) – the first slide of my presentation is always about U of M before my presentation.

Esra Ozdenerol (Earth Sciences) – we need to know obstacles for international students for each department. There are some obstacles that are easy to handle with a Memorandum of Understanding.

Krishnan – How you label programs to make them attractive for international and domestic students.

Genae Strong (Loewenberg College of Nursing) – A survey would help find those champions.

Krishnan – Let me try to put something together.

David Russamanno (Provost) – Draw your attention back to the strategic plan and outcomes based academics. Our international students are very focused on jobs. That successful outcome will be the most helpful for drawing students to our campus. Student success and outcomes-based academics are the keys to our success.

David Gray (philosophy) – What are the percentages of students we get from different parts of India?

Krishnan – They mostly come from two states in South India. This is not unique to the University of Memphis. That is similar what we see in most US universities. Those two states are the largest suppliers of students for the US education market. There are other parts of India that are more popular for the UK market or for Australia.

David Gray (philosophy) – what drives what parts of Latin America you are recruiting in?

Krishnan – Some of this is strategic for where we want to go, but some of it is opportunistic with faculty connections. MOUs that we already have on the books. We have some relationships with certain universities, for instance in Peru and Chile.

Edith Gnanadass (Leadership) – What kind of supports do we have available for these international students?

Krishnan – if there was a rewind button that is the one thing we would have done differently. We would have built more support. Academic support we have caught up, but non-academic support we are just slowly building. We want them to feel integrated. They might have unique needs for international students, such as they cannot work off campus.



Brian Ruggaber (theater and dance) – Students have had some unique and frustrating challenges.

Krishnan – We are at the beginning of the journey, not the end of the journey, but I hear your point.

Leah Windsor (English) – Can we tap institutional knowledge among faculty about geopolitical issues? Can the social sciences and humanities be a part of the initial decision making for these policies moving forward? Second question – culture and practices around AI varies widely, this needs to be handled with international students.

Krishnan – On both points, yes. We still have some ways to go and this has to have all hands on deck. STEM programs are the low hanging fruit, but we must integrate into other programs.

Leah Windsor (English) – We need to have faculty in on decision making team.

William Alexander (Chemistry) – This gives me perspective why I get many unsolicited requests for GAships. Are they coming in with the financial support they need to be successful?

Krishnan – Are we promising them something and not delivering? We are very clear when we talk to students that they are not going to get a graduate assistantship. Need to provide evidence of financial ability to pay the fees. Have to show funds for up to a year. But that does not stop them from trying to get the assistantships.

Melanie Conroy (World Languages) – We could help with acclimation issues. It might be easier to have these conversations with people from those countries. Is there some role for informal mentoring of the students?

Krishnan – Absolutely.

Ombudsperson – Sara Bridges

Nothing to report.

Faculty Trustee – Jeff Marchetta

Next meeting is Dec 12<sup>th</sup>. You are all encouraged to attend. Committee meetings are where most of the discussion happens. It's an interesting process. Encourage you to see how the board works.

## **10.31.23.08 ANNOUNCEMENTS**

## **10.31.23.09 ADJOURN**

The meeting adjourned at 4:18 pm.







# Faculty Senate President's Vision

2023-2024





# Faculty Senate at Work







President Hardgrave and Provost Russomanno request a faculty senator or faculty member be nominated for every search.



A faculty senator or faculty member is serving on all Senior Leadership searches for CFO/COO, CIO, SVP of Marketing and Communications, SVP of Advancement and VP of Enrollment Management.



Faculty Senate Executive Committee meets with Deans of each college to share charges and discuss shared governance in the summer.

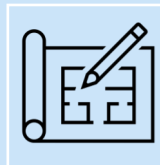




The Faculty Senate Executive Committee met prior to his resignation with the CFO. Some of the EC and the Research Policies Committee Chair met with Dr. Jasbir Dhaliwal (Exec VP for Research & Innovation) regarding Pre & Post Award. Dr. Dhaliwal told us in this meeting that he will be revising the UMRC By-Laws to reflect the senators that serve on the Research Policies Standing Committee will also be committee members and able to serve on the U of M Research Council.



Faculty Senate President was asked to serve on the Divisive Concepts Task Force that developed the U of M webpage on Divisive Concepts.



President Hardgrave has charged the Faculty Senate to design/create a Faculty Evaluation tool that can effectively be used for all faculty at the U of M.





The Academic Policies Committee is creating an AI ad hoc committee and are working on a policy to propose to the Faculty Senate.



The Research Policies Committee is circulating the Centers and Institutes Policy through the Senators so that they can provide feedback from their departments.

The Faculty Policies Committee is consistently reviewing ongoing faculty handbook revisions and policies that impact faculty.



The Budget and Finance Committee is working to get a list of Peers and Aspirant Peers to work on their charge of a Salary Comparison.

# Standing Committees



A scenic view of a university campus. In the background, a large, multi-story red brick building with white horizontal accents is visible. The foreground features a paved walkway leading towards the building, flanked by grass and large, mature trees with dense foliage. The sun is shining brightly from the upper right, creating a warm, golden glow and casting long shadows. A semi-transparent blue rectangular box is centered over the image, containing the text "Shared Governance" in a bold, dark blue font.

# Shared Governance



# What Does Shared Governance Means to Me?

1. Everyone should have a voice at the table.
2. Making certain that everyone is represented at the table on our campus and beyond is imperative as we move our work forward not only to the strength of higher education but also creating an inclusive society.








# Shared Governance Meetings: Impact on Deans

- Share ideas of how faculty can be part of decision-making processes within the departments and college.
- Discuss the current processes that are in place and ways that faculty play a role in those processes.
- Brainstorm and share ideas of ways that faculty could contribute additionally to the plan that is already in place.
- Responses from Deans from these meetings include: monthly meetings with senators, task forces created, and senators providing input for college-wide decisions.



An aerial photograph of a university campus during sunset. The sky is filled with vibrant orange, pink, and purple clouds. The campus below features various brick buildings, green lawns, and numerous trees. A prominent white text overlay is centered over the image.

# Soaring Towards the Senate President's Vision



# Senate Strategic Plan

A person in a military uniform is walking across a paved path in the foreground. In the background, there is a large, modern building with many windows, partially obscured by trees with green and yellowing leaves. The scene is set on a sunny day with shadows cast on the ground.



# Ascend into Action





# Soaring in the Senate

- *Revise Our Bylaws /Articles of Authority (ad hoc committee??)*
- *Shared Governance Committee (ad hoc committee??)*
- *Flow Charts Created for Appeals (ad hoc committee ??)*
- *Streamlining Handbook Revisions through Faculty Policies Committee in Spring*





A photograph of a campus scene. In the background is a multi-story red brick building with white horizontal accents. Large trees with green and some autumn-colored leaves are scattered around. A paved walkway leads from the bottom center towards the building. A large tree on the right has a bright sun flare behind its canopy. A semi-transparent purple rectangle is centered over the image, containing the text.

# *Communication, Collaboration, & Community*



# *EXECUTE OUR PLAN*

*Be sure you are sharing with the faculty in your area to they are kept up to date!*

*If you have been asked to collect data in your department, be sure to bring it back with you to the next senate meeting. This information is imperative to be brought back to the Senate.*



# NEED FOR NEWS!!

- Faculty Chat
- Faculty Senate Newsletter







# DECISION-MAKING

- **Be the Voice for the Faculty.**
- **Ensuring that faculty are able to continue their creative and innovative work, engagement, service, and research.**
- **Protecting Academic Freedom and working to advance teaching**





# ASCEND

My job as Faculty Senate President allows me to share out our great work. This is what I love most about my job:

- Partnerships with faculty and researchers across campus and in the community
- Collaborative work with an amazing, innovative faculty senate that wants to see change!





## collaborative on academic careers in higher education

### Survey Themes:

Interdisciplinary Work, Collaboration, and Mentoring	Tenure & Promotion	Interdisciplinary Work, Collaboration, and Mentoring
Department Engagement, Quality, and Collegiality	Resources & Support	Shared Governance
Institutional Leadership	Appreciation & Recognition	Retention & Negotiation
Clinical Work (if applicable)		

### Timeline:

Year 1: Administer survey (February-April)

Year 2: Evaluate findings, disseminate results, prioritize initiatives

Year 3: Act upon priorities, engage with COACHE peers, evaluate progress

Year 4: Plan to re-survey, measure efficacy of interventions, continuously engage community.

### Survey Details:

Response rate (2022-2023) – 42% non-tenure track faculty, 50% pre-tenure track faculty, 47% tenured track faculty

Completion rate: 90%

Duration: 24 minutes

### Why are we administering COACHE:

- 1.) We've not done a good job of measuring faculty job satisfaction.
- 2.) Incredible opportunity to use results for actionable plans
- 3.) New leadership at various levels (Provost, Deans, Department Chairs, Program Coordinators)
- 4.) Strategic Plan Alignment – GOAL 5 (Recruit, Retain, Reward and Recognize our People)
  - a. GOAL 5 KPI – Faculty satisfaction



# INTERNATIONAL RECRUITMENT

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FACULTY SENATE

OCTOBER 24, 2023



# UNIVERSITY ENROLLMENT TRENDS

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	Enrollment Trends			
	Fall 20	Fall 21	Fall 22	Fall 23
<b>Domestic</b>	19,757	18,747	17,892	17,253
<b>International</b>	664	933	1,656	1,775
<b>Total</b>	20,420	19,669	19,526	19,028

International student enrollment grew from 3.25% to 9.33% of Total Enrollment in 3 Years



# INTERNATIONAL ENROLLMENT TRENDS

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- **3 Year growth is 167%**

## International Enrollment

### Census Numbers

	Fall 20	Fall 21	Fall 22	Fall 23
UG	183	224	212	231
Grad	481	709	1,444	1544
Total	664	933	1,656	1,775



# GRADUATE PROGRAMS – U OF MEMPHIS

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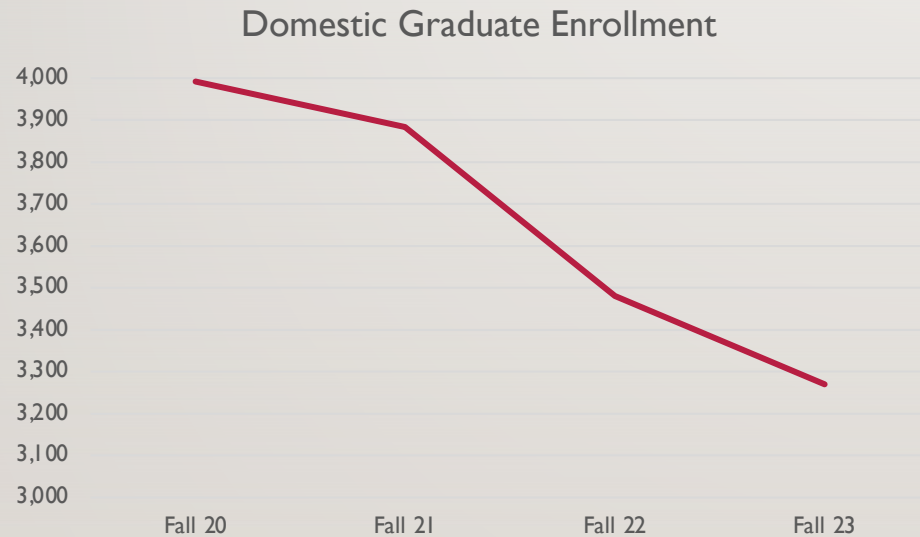
	Census Numbers			
	Fall 20	Fall 21	Fall 22	Fall 23
Domestic	3,992	3,883	3,481	3,270
International	482	710	1,433	1,543
Total	4,474	4,593	4,914	4,813

**International Enrollment grows from 10.7% in F20 to 32% in F23**

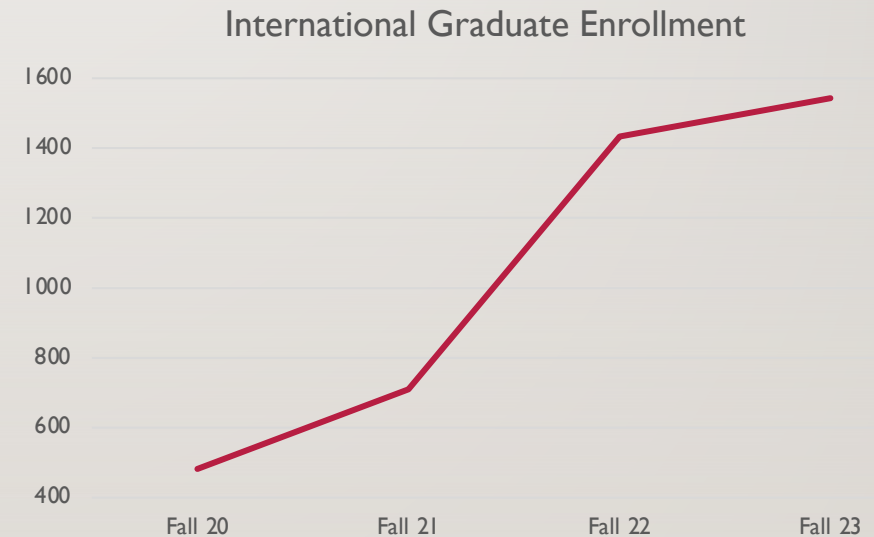


# GRADUATE PROGRAMS

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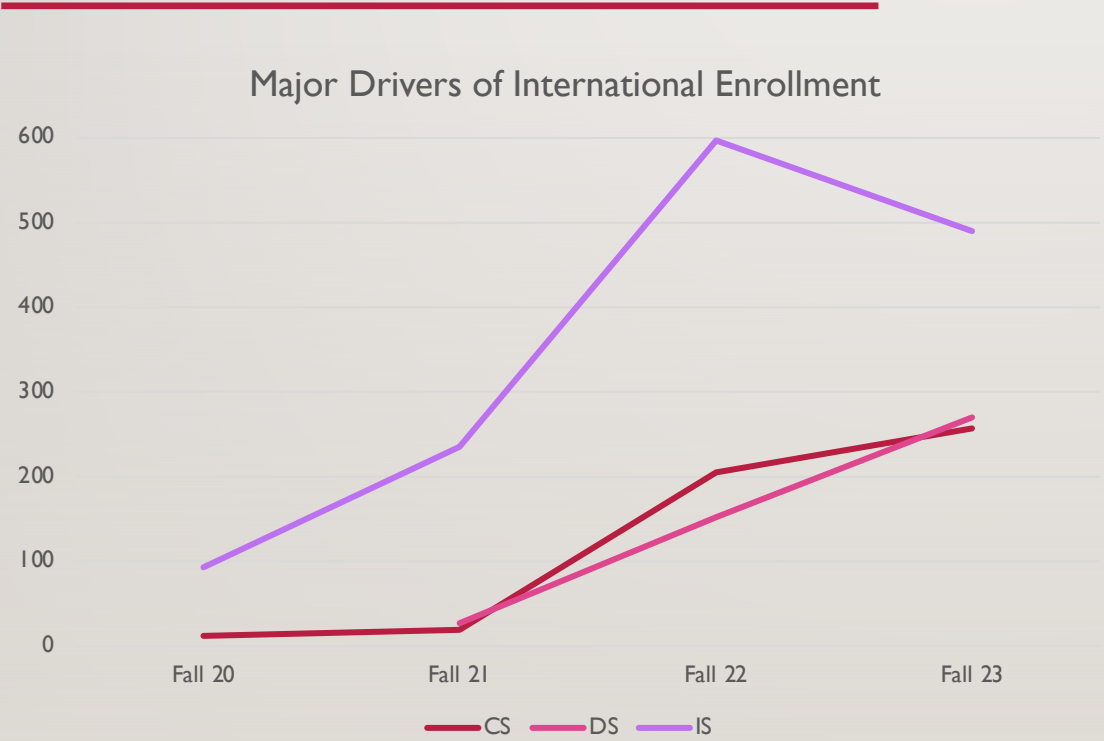
Down 19% over 3 years



Up 220% over 3 years



# MAJOR DRIVERS OF INTERNATIONAL ENROLLMENT



	Fall 20	Fall 21	Fall 22	Fall 23
CS	12	19	205	257
DS		27	152	270
IS	93	235	597	490
Total	664	933	1656	1775



# FUTURE INITIATIVES

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- Diversity in Markets
  - Increasing number of applications from Africa
  - Increasing marketing efforts in Middle East
  - Increasing IEI efforts in Latin America
- Diversity in Programs
  - Focusing on Engg, Math, Sciences and Health programs
  - Increasing focus on UG programs
  - IEI focus in different markets



# FUTURE STRATEGIC INITIATIVES

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- Identify Faculty champions for collaborations and doctoral student recruitment
- Establish a Database of Experts for Webinars for Brand building
- Develop a Roadmap for International recruitment for each College/Dept on campus



# HOW CAN FACULTY SENATE COLLABORATE

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- Share the International Strategy with your colleagues
- Any inputs to improve student success and quality of students recruited
- Identify faculty champions for Internationalization of our institution
- Help with identify database of faculty with international research collaborations