



Minutes of the Faculty Senate

Date: 1-28-25

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

Secretary: Jeni Loftus (Sociology)

Senators Present: Laura Alderson (Management), William Alexander (Chemistry), Reza Banai (City and Regional Planning), Melanie Conroy (World Languages and Literatures), Bradley Dixon (History), Sean Driscoll (Philosophy), Barbara Fitzgerald Esq. (College of Professional & Liberal Studies), Rhema Fuller (Kemmons Wilson School of Hospitality), Edith Gnanadass (Leadership), Carl Hess (University Libraries), Joy Hoffman (Family, Community, and Health Systems Science), Greg Hughes (Healthcare Leadership Dept), Andrew Hussey (Economics), Eddie Jacobs (Electrical and Computer Engineering), Jessica Jennings (Biomedical Engineering), Stephen Karr (Rudi E. Scheidt School of Music), Gensheng Liu (Marketing & Supply Chain Management), Jeni Loftus (Sociology), Tim McCuddy (Criminology & Criminal Justice), Michael Medcalf (Theater & Dance), Miriam van Mersbergen (School of Communication Sciences & Disorders), Joel Nichols (Journalism & Strategic Media), Katie Norwood (School of Social Work), Ryan Parish (Earth Sciences), Kristy Patrick-Lewis (Acute, Chronic, and Continuing Care Science), Dursun Peksen (Political Science), Shahram Pezeshk (Civil Engineering), Katy Ramsey Mason (Cecil C Humphreys School of Law), Will Robertson (Anthropology), Francisco Muller-Sanchez (Physics and Materials Sciences), Omar Skalli (Biological Sciences), Kate Sorensen (School of Accountancy), Mark Sunderman (Finance, Insurance, and Real Estate), John Topinka (Dept of Public and Nonprofit Administration), Srikar Velichety (Business Information & Technology), Amanda Young (Communication & Film), Xinhua Yu (School of Public Health), Coe Lapossy (Art), Mate Wierdl (Mathematical Sciences), Sajjan Shiva (Computer Science), Stephanie Huetten (Psychology), Daniel E. Millican (Military Sciences, Naval Sciences)

Senators Present by Proxy: David Gray (Sean Driscoll – Philosophy)

Senators Absent: Gladius Lewis (Mechanical Engineering), Jennifer Thompson (Architecture)

Guests: Abby Parrill-Baker (CAS), Sara K. Bridges (Ombudsperson), and Tierene Nichols (Admin Assoc).

The five hundred and eleventh meeting of the University of Memphis Faculty Senate was held on Tuesday, January 28th, 2025, in the Senate Chamber of the University Center.

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

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

01.28.25.02 APPROVAL OF AGENDA

The agenda was approved as written.

01.28.25.03 APPROVAL OF MINUTES

The minutes of the December 3rd, 2024, Faculty Senate (FS) meeting were approved by acclamation.

01.28.25.04 ADMINISTRATIVE UPDATE

President Hardgrave Remarks

President Hardgrave let the faculty know he had to shortly due to an emergency meeting with THEC to talk about new federal administrative decision that went out this morning. He will let us know more when he knows more. Look for an email soon on updates on the federal stoppage of funds flow.

President Hardgrave welcomed the faculty back after break and let the senate know he will be at senate meeting as often as is possible. The president and the provost work closely with and meet regularly with the EC.

President Hardgrave reported that the biggest thing we are working on as an institution is enrollment. Raising our admission standards caused a smaller class, but they are doing well. It is too early to share anything on next year's freshman class, but they will share when we know more.

Provost Russomanno Remarks

Provost Russomanno reported that the spring retention rate was 5% higher for first time full time students.

Provost Russomanno announced that two courses were selected for the "AI for All" core curriculum with one being taught by an English professor and the other one taught by a Social Work professor. Course titles will be AI Literacy and Skills and Technology for Applied AI. The next round for a call for electives is coming up.

Provost Russomanno said that his understanding of the OMB directive is that individual aid/grants will not be impacted. But that faculty should stay tuned for official news. He acknowledged the anxiety everyone is feeling and the university is actively involved in getting out factual information as they know it.

01.28.25.05 PRESIDENT'S REPORT

Faculty Senate Handbook discussions about areas on concern/proposed revisions to consider with Sr. Vice Provost Kandi Hill-Clarke will continue this month.

Faculty Senate President is serving on new Resource Planning Group committee.

Deans and Directors met to discuss the Deferred Payment revisions that will go into effect July 2025.

President Owens-Mosby had a discussion with Darla Keel and Lauren Kane regarding space planning policy on classroom assignments to determine if revisions need to be made per a concern from a senator. A proposal is being reviewed to determine if changes can be made and remain in compliance with THEC.

President Owens-Mosby met with Provost Russomanno regarding concerns around the Faculty Handbook revisions, Deferred Payments for 9-month faculty, and Deans 360 Evaluation.

Discussed issues around late payments for music students that cannot be placed in classes until auditions have taken place during first two weeks of classes. A plan is being discussed to ensure students are not incurring the \$200 late fee.

If someone comes to you as a senator with a concern, ask them to put it in writing, so we can have documentation as it moves forward.

01.28.25.06 REPORTS

Standing Committee Reports

Committee on Committees: Stephanie Huet

President Owens-Mosby yielded to Committee on Committees Chair Stephanie Huet who reported that the committee had nothing to report.

Academic Policies Committee: Chair, Edith Gnanadass

President Owens-Mosby yielded to Academic Policies Committee Chair Edith Gnanadass who reported that the committee had nothing to report.

Academic Support Committee: Chair, Katie Norwood

President Owens-Mosby yielded to Academic Support Committee Chair Katie Norwood who reported that the committee has one update. One of their charges was to meet with Fernandez West regarding the sustainability of Dropout Detective and that it meets the needs of ensuring academic eligibility without impeding on faculty assignments, quizzes, assessments, and projects in their courses. Senator Peksen took charge of this and stayed in contact with the associate athletic director. Mr. West reported that they are pleased with how the software is working for the academic advisors. Senator Peksen will continue to stay connected with Mr. West this semester.

Administrative Policies Committee: Chair, Greg Hughes

President Owens-Mosby yielded to Administrative Policies Committee Chair Greg Hughes who reported that one of the charges of this committee is to determine the make-up of the

committee for the 360 review. The committee reviewed universities with similar enrollment who have a 360 review to help in determining their recommendations. That information was presented at the committee's last meeting. They have a few specifics remaining that they need to review. Should have that completed by the end of next week, and then they will move to timelines.

Budget and Finance Committee: Chair, Stephen Karr

President Owens-Mosby yielded to Budget and Finance Committee Chair Stephen Karr who reported that the committee had been working on an issue that had been brought to them regarding salary caps for summer teaching. The cap is currently set at \$7000 across campus. This discourages people from teaching lab courses because the pay for credit is not the same. It also discourages senior faculty who may want to teach those classes because they lose money compared to what they make during the year. If you have specific concerns regarding this, send him an email. They will be looking into this further.

The committee has also been working on their charge to review and discuss the strategic plan. The committee has decided that they would be discussing the feasibility of requesting a layman's report for budget priorities and how we might get information on budget drivers and the allocation of funds.

Faculty Policies Committee: Chair, Tim McCuddy

President Owens-Mosby yielded to Faculty Policies Committee Chair Tim McCuddy who reported that the committee finalized the survey on faculty communication and will be sending that out soon. The committee's main focus has been on the faculty handbook. The committee wanted to summarize and highlight a few key issues:

Table of contents needs to be revised.

Additional guidelines have been requested regrading External reviewers for T&P.

Change the language to allow chairs in closely related disciplines.

Change the language relating to the chairs serving at the will of the dean.

Change the language relating to a T&P dossier. Specifically external letters will not be part of the dossier available for the candidate to review.

Sections 4 and 5 need to be aligned to contain consistent language and processes.

Language change relating to chair hiring process.

Questions:

William Alexander (Chemistry) – In February we will be presented with all of the updates, and then we have the timeline. What do you expect to be the process if the senate does not agree carte blanche?

Tim McCuddy – The changes will be posted in Teams, senators will send that out to their faculty and then input suggested changes. The committee will then have to meet. If there is conflicting feedback they will attempt to come to a consensus.

President Owens-Mosby – The proposed changes will be up in Teams for feedback for 10 days. The committee will take the feedback and work with the administration. The senate will vote on the handbook. If we vote it down, we have the old handbook.

Stephen Karr (Rudi E. Scheidt School of Music) – can we distribute these changes?

President Owens-Mosby – They are not quite ready to distribute, when they are ready, yes.

President Owens-Mosby – The big sections are 4 and 5 over the tenure track process and tenure and promotion and then aligning non-tenure track faculty. Should non tenure track faculty be allowed to have a rebuttal? Do you have feedback on this?

Tim McCuddy – Some have said it isn't necessary, others that it should be consistent

President Owens-Mosby – As a senator, if tenure track doesn't get tenure they have to leave, if non-tenure track does not get promoted they can stay.

Carl Hess (University Libraries) – The rebuttal process for tenure track faculty also applies to promotion to full, which does not have the same consequences.

Tim McCuddy – In the rebuttal, no new information is to be provided, it is just to provide context.

Edith Gnanadass (Leadership) – I think it should be applicable to both tenure track and non-tenure track.

Mate Wierdl (Mathematical Sciences) – It's not clear what the process is. Do we discuss now or after it is up in Teams?

President Owens-Mosby – They are looking for feedback to take back to the committee to revise.

Tim McCuddy – We will take feedback to make a recommendation and it will be presented in the senate.

Kate Sorensen (School of Accountancy) – For the department chair searches. Are you saying some of that language will be added back?

Tim McCuddy – That has been a recommendation to add something like that back. To make sure the chair appointment is judged acceptable by the faculty.

Kate Sorensen (School of Accountancy) - "unusual circumstances" is vague, and maybe should be specified.

Michael Medcalf (Theater & Dance) – To provide feedback, I need to be able to see and sit with it.

President Owens-Mosby – I want to address external review letters, as it says now, candidate can see anything in the dossier as it is being added. That is not how it currently works to protect external reviewers. You can see them later redacted, but not as they are being added. That language will likely be changed.

Mark Sunderman (Finance, Insurance, and Real Estate) – I'm concerned about how we handle external letters, that we make clear to the writers what the candidate can and cannot see. Is this totally confidential, etc. What material is being released? Is this visible or not?

Shahram Pezeshk (Civil Engineering) – Faculty can or cannot see the letters?

President Owens-Mosby – They can see the letters, but not as they are added to the dossier. Faculty can see them later with information redacted.

Shahram Pezeshk (Civil Engineering) – So when there is a rebuttal, they can't see the external letters. They should be able to see them.

President Owens-Mosby – That is correct, but the decision was made that they would not be in the dossier.

Provost Russomanno – Prior to this cycle, candidate could not see the external letters or any of the other letters at all. Now they have access to all of that. To strengthen the external review process in the academy, if the letter is not confidential, it is hard to get reviewers. Compare it to what the process has been. This is in the spirit of strengthening the process.

William Alexander (Chemistry) – I would encourage senators, when we get more information, to give feedback. Take it to the faculty and do get feedback.

Edith Gnanadass (Leadership) – It would be helpful to have information on all of the points to take back to faculty.

President Owens-Mosby – We will clean this up and send something out. Make sure you tell faculty to look at the next revisions.

Tim McCuddy – We would like feedback from a wide range of faculty.

Library Policies Committee: Chair, Carl Hess

President Owens-Mosby yielded to Library Policies Committee Chair Carl Hess who reported that the committee met with Dr. Chaudron. The library is waiting on guidance on what will be needed from him under the new RCM budget model. All faculty lines at the library are filled, and all staff lines, except for one.

The committee discussed what data to include in comparisons of peer institution library collections and funding.

Gave back feedback to Dr. Haggarty on the survey. Dr. Haggarty will send it to all chairs and deans today. Please ask your faculty to fill it out.

Research Policies Committee: Chair, William Alexander

President Owens-Mosby yielded to Research Policies Committee Chair William Alexander who reported that he will present a motion later on IDCR recommendation.

One other paper in your packet from the committee concerns the importance of key performance indicators in strategic plan operationalization. The committee put together this one page document as a reminder of KPIs when doing strategic plans in the department. We should be pointing to KPIs. Take this back to your faculty. You can access your individual units KPIs in the OIR website. Couch your plans in KPIs, because that is what upper administration is going to do.

The other thing the committee has to report concerns the committee's charge to look into issues with IRB. The committee met with VPIR, had a useful meeting, shared feedback with him. The committee has decided to put any action on the IRB on the backburner and see what happens following this discussion.

Another committee charge was to look at the strategic plan and look to see what we can do as a senate to support those goals. We should make sure that the following statement is true: "The creation of favorable research conditions is required to attract the crucially-necessary high-quality professors and researchers to The University of Memphis to ensure continuous growth and maintenance of R1 status." We should be building a good community for researchers so we can attract top talent. Alexander presented data in defense of offering a deferred pay option for nine-month faculty. Data attached.

01.28.25.07 OLD BUSINESS

Motion: Motion to Adopt New Residency Policy – this has gone forward and is in place.

01.28.25.08 NEW BUSINESS

Faculty Trustee Election Process – President DeAnna Owens-Mosby

Timeline – materials were to go out first week of semester,. The deadline was the 24th by 4:00pm. We have received materials for those interested. The timeline is on the website. The next step is for the EC to develop a short list.

Deferred Payment 9 Month Faculty Presentation – Human Resources

Amanda Clarkson (HR)

See attached presentation

Questions

President Owens-Mosby – If you have taken a loan against your 401k, how does that work?

Amanda Clarkson – If you have taken a loan and are paying it back, HR is working with Empower on how we will equal that out. There will be no penalty.

Laura Alderson (Management) – Will FSA be figured out over 10 months?

Amanda Clarkson – Yes, will be annualized over 10 months.

Kate Sorensen (School of Accounting) – This change should only increase your taxes in the first year then it should fix itself. One argument is that other R1s are doing this. Do they also do the health insurance this way?

Amanda Clarkson – I did not research that. We looked at it from the perspective of what can we do, and made the decision based on that.

Mate Wierdl (Mathematical Sciences) – We may pay more taxes. How can it be more if I have the same salary?

Amanda Clarkson – It may not, I cannot speak to that.

Dursun Peksen (Political Science) – Did you consider possible tax implications before it becomes our problem?

Amanda Clarkson – Yes. The amount you pay is based on what you earn annually. But also per paycheck. It seems that once we get through one cycle it should even out.

Amanda Clarkson – This is impacting everyone with a deferred status. No employees will be left in a deferred status. This includes the University Schools.

Will Robertson (Anthropology) – Was there any discussion about double premiums, and why in August and September and not April and May? Why aren't we taking it out ahead of time?

Amanda Clarkson – One reason to do after rather than before is because we don't want to assume what you will do. It is easier to collect after than to predict.

William Alexander (Chemistry) – We have been presented with these changes as final in the first instance of knowing about them. The faculty at large was given no opportunity to provide feedback. We have been presented with a change but we are not sure whose decision it was. We have a couple of bullet points that say changes are due to feedback from leaders and faculty. But no opportunity was given for providing feedback. The faculty have a right to know what that means. This “eliminates challenges” – but the challenges you have highlighted would be categorized as “strange cases”. The issue with new faculty pay you could just pay us all in the start of August rather than change the whole system. You have mentioned a few other challenges, but the solution to dealing with a few strange cases is to change the entire system. My observation is this aligns compensation practices with other R1s. While others do this, most do have an option for deferral, and do not do a post facto catch up. I would caution strongly from shifting the vocabulary from 9 month to academic year faculty. That feels like a slippery slope. Question – what entity on this campus made these decisions? Why was the faculty not consulted? And why is it final?

Amanda Clarkson – Who made the decision? It was an institutional decision. It was made in consultation with the president, the provost, the CFO and HR. We incorporated feedback that we have been getting over the years. It was an administrative decision not an academic decision.

Stephen Karr (Rudi E. Scheidt School of Music) – If we went to direct deposit link posted there, will that be presumed to take place in August? If we adjust it now, when will it take place?

Amanda Clarkson – It will make the change right now. But it will also be in the new system. If you create the change today.

Stephen Karr (Rudi E. Scheidt School of Music) – Not clear that it will make the change today. If you change it now, in anticipation of August, you will start deducting from your paycheck today. The language on the website is not clear that the change will take place immediately.

Amanda Clarkson – We can clarify that language.

President Owens-Mosby – Is there a way we can make the change now and it will take effect in August?

Amanda Clarkson – No, you need to wait. You can’t date it. There will be a different process with the new system.

Will Robertson (Anthropology) – The planning tool looks like it is pre-taxes. When we are setting this up to defer to a second account, do we need to factor taxes in? Will it take taxes into account?

Amanda Clarkson – No, the amount will be before taxes.

William Alexander – It will not calculate taxes.

Mandi Young (Communication and Film) – Would changing our I9 help with this?

Amanda Clarkson – Your I9 is not your tax form, you mean your tax form. Could changing it help? Maybe. Talk to a tax advisor.

Mark Sunderman (Finance, Insurance, and Real Estate) – I’m offended that HR and the administration is making a major decision that has a major impact on faculty and faculty

not even advised. I strongly suggest that in the future things be brought to us. I understand that even if it had been brought to us, and we had voted it down, it might have gone through anyway. It would have just been a recommendation that might have been dismissed. At least we would have had the opportunity to provide some feedback. Many are shocked this has been dropped on them with no input. And now being told how wonderful it is.

Srikar Velichety (Business Information & Technology) – Most of your answers were to go talk to a tax professional. Maybe you did not anticipate that. In the future will there be any support from the university for tax advice?

Amanda Clarkson – We can take that into consideration. We are providing financial advisors, perhaps we can get some tax advisors as well. We can investigate that.

Provost Russomanno – I really do empathize with the comments. University is made up of multiple divisions. This is a business and finance originated issue. It did not come out of academic affairs. The leadership team discusses issues broadly. Early on in the conversation, some of the things that I was most concerned about was, does it change the obligations of the nine month appointment? I was assured it did not. Does it impact summer compensation? I was assured it would not. I was concerned about faculty anxiety around the change. I was assured that HR would work diligently to help faculty through the transition. The reluctance to bringing it to the senate early on, was to even imply it was an academic affairs issue that could be voted on. In the transition to Oracle it was an opportunity to address an overly burdensome process when changing roles.

These have been full of complexities in how that is managed. As I understood it, it was the operational efficiencies that we would benefit from would be removed if the 10/ 12 month system was implemented. We have a wonderful environment where we can respectfully debate. Changes come through spirited debate. As I understand it, from business and finance, we had a specific timeline. We didn't have the luxury for extended debate and analysis, like we might have in academic affairs. With the implementation timeline, a decision had to be made sooner rather than later. My humble opinion is that the tax issue is unlikely to be a major issue for most people. I wanted to acknowledge that this is an emotional issue. Universities will vary in how they do this, and with a host of issues. This fits under the strategic plan on institutional efficiency. This was a business and finance decision, not an academic affairs issue.

Stephen Karr (Rudi E. Scheidt School of Music) – Respectfully, I don't think it's fair to characterize these as emotional issues. We will now all have to take on a tax consultant and that is something we have to pay for. It's not emotional, its real and has financial implications.

Mandi Young (Communication and Film) – We will have to pay for a financial advisor because of a university decision. Is there any thought of providing us tax advisors?

Amanda Clarkson – We are providing financial advisors, but will try to provide tax advisors as well.

Provost Russomanno – If I were up here to defend the opposite – that we are going to withhold your money and it's going to go into the university's coffers for 10 months. The

question would be how can we do that? There are laws about how much can be deferred, and that is because the premise is you get paid when you work.

William Alexander (Chemistry) – Point of clarification – the law the provost refers to and the amount people can defer, most faculty would dream about having that much money!

Kate Sorensen (School of Accountancy) – To me the biggest pain point is the double insurance withholding in August and September. Can we look at what other universities are doing?

Amanda Clarkson – We spent a week analyzing how we can do this. This ended up being the only option. We don't have a way around it. To answer the efficiencies we need and the human power we have. Another way to look at is that I have given you 12 months of pay, but you only paid 10 premiums. There is a balance that needs to be paid. What does that look like and how can I plan for it? These meetings are so you can plan. Double deductions don't happen until 2026.

Kate Sorensen (School of Accountancy) – One suggestion would be if you could give everyone their marginal tax rate.

Amanda Clarkson – I will take that back to our team.

Laura Alderson (Management) – Maybe give a couple of scenarios or concrete examples.

Amanda Clarkson – Email is on the slides, we do appreciate feedback. If you have ideas, concerns, feedback email us.

Motion: Resolution to Endorse and Highlight Previous Recommendations for IDCR and Faculty Buyout Policy – William Alexander, Chair of Research Policies Committee

Motion Attached

Discussion

Shahram Pezeshk (Civil Engineering) – Can this be amended?

William Alexander – Yes, but this is a finished work product from a previous committee. I don't think we want to do that. The comment period has elapsed. We got no feedback. The report is not amendable, the motion is amendable.

Shahram Pezeshk (Civil Engineering) – This is outdated. We need to go back and redo this document.

William Alexander – I agree that some of it is outdated, however that does not diminish or change the recommendation. We can give the administration the benefit of the doubt that they can translate the language and keep the spirit of the document intact. If you don't think it should go through, vote against it.

Shahram Pezeshk (Civil Engineering) – Can it be tabled?

William Alexander – In my opinion that is not productive.

Shahram Pezeshk (Civil Engineering) – I make a motion to table.

President Owens-Mosby – Second?

Michael Medcalf (Theater & Dance) – Second

Vote to table

Yes 6

No 22

Abs 0

Motion Fails

President Owens-Mosby – Vote does not pass to table. It is open for discussion again.

William Alexander – If you send it back, we are done. This product is not going to change. We asked for feedback and did not get any.

Mark Sunderman (Finance, Insurance, and Real Estate) – When you refer it to committee, it is amendable to committee. It could be sent to a different committee. That is an option.

Mandi Young (Communication and Film) - What is at stake here by not recommending this? As a researcher, we need this. What is at stake forwarding this without redoing it again?

William Alexander – That is not a question for me

President Owens-Mosby – To restate the question, what would happen positively or negatively if it passes as written?

Mandi Young (Communication and Film) – Yes, but also, is there anything alarming in here?

William Alexander – Some of these things may be dated. Let me point out this is not policy, this is a set of recommendations. As happened last time, recommendations were ignored. We should give the new administration a chance to respond to these recommendations. This would need more action later to become a policy. I don't believe there is any risk. This took very informal practices, gathered them, and wrote them down in a way that can provide recommendations.

Shahram Pezeshk (Civil Engineering) – IDCR that goes to faculty is used for rainy day money. By putting these bullet items in it is giving the administration permission to take the money away. It is best not to have restrictions like this.

William Alexander – The document recommends that faculty who carry over large amounts that they have a plan in place, so they can argue why that money should stay there. In the past, there have been issues at the state where it looks like a lot of money that the university carries over. When the state sees that they ask why should we give you more money when you have this big pot of money? It is appropriate for faculty to have a plan and write it down. So when a chair or dean needs to make an argument to the state to hold on to it they have the explanation for its intended use.

Michael Medcalf (Theater & Dance) – My concern is this document is from 2021. My question is did the committee make any further recommendations or investigate making changes?

William Alexander – The committee looked at it, decided it was not worth redoing it. We decided to keep to original. We brought it to the faculty senate asked for feedback, and did not get any.

Carl Hess (University Libraries) – Call the question

Kristy Patrick-Lewis (Acute, Chronic, and Continuing Care Science) – Second

Vote to call the question

Yes 30

No 2
Abs 1
Vote on the motion
Yes 32
No 1
Abs 1
Motion passes

Motion: Timeline for Faculty Handbook Revisions – Tim McCuddy, Chair of Faculty Policies Committee

Motion attached

Discussion

Edith Gnanadass (Leadership) – Will there be more changes?

Tim McCuddy – After we receive feedback we will send out revisions, if we get more comments at that time we will have to push back the timeline.

Stephen Karr (Rudi E. Scheidt School of Music) – If the proposed changes will not be distributed until the 11th, how will we make recommendations?

Tim McCuddy – It will be in Teams

Stephen Karr (Rudi E. Scheidt School of Music) – And for senator feedback on what you presented today?

Tim McCuddy – Send it to me as quickly as possible.

President Owens-Mosby – Faculty need to bring the changes to their faculty.

Mate Wierdl (Mathematical Sciences) – New changes cannot be suggested?

Tim McCuddy – Adjustments? Yes. New changes? No.

Edith Gnanadass (Leadership) – Call the question

Stephen Karr (Rudi E. Scheidt School of Music) – Second

Call the question

Yes 34

No 0

Abs 0

Vote on motion

Yes 34

No 0

Abs 0

Motion Passes

How Shared Is It? – Mate Wierdl, Professor of Mathematical Sciences

Presentation Attached

Questions:

Mandi Young (Communication and Film) – Do you know if this a one time anecdote?

Mate Wierdl – Who knows, but the recipe is there. We must be careful what is in the handbook. The recipe is there. This chair search was last spring.

Stephanie Huetten (Psychology) – This is what happened in your department, and you are pointing out the handbook allows for this happen. Is that right?

Mate Wierdl – The handbook says that the committee is created at the deans discretion. It was kept secret from us. It was allowed. It was a huge problem in our department.

Ombudsperson - Sara Bridges

Nothing to report

Faculty Trustee - Jeff Marchetta

Nothing to report

01.28.25.09 ANNOUNCEMENTS

01.28.25.10 ADJOURN

The meeting adjourned at 5:27pm.

Data in Defense of Offering a Deferred Pay Option
William Alexander (Chemistry)

UofM Employee Breakdown

(2024 UofM OIR data)

4436 Total Employees

2717 Full-time

1061 Full-time Faculty

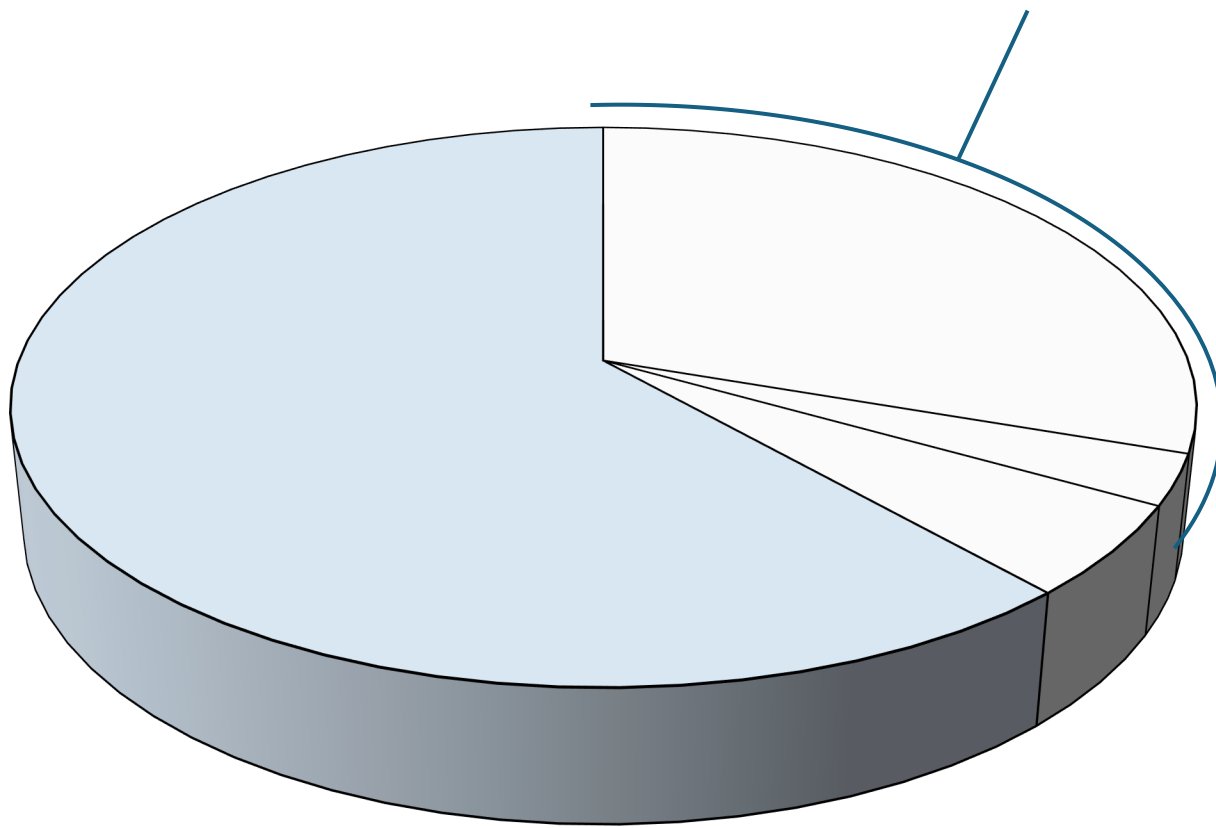
143 12-mo. Faculty
chairs, library, clinicians

822 9/10-mo. Faculty

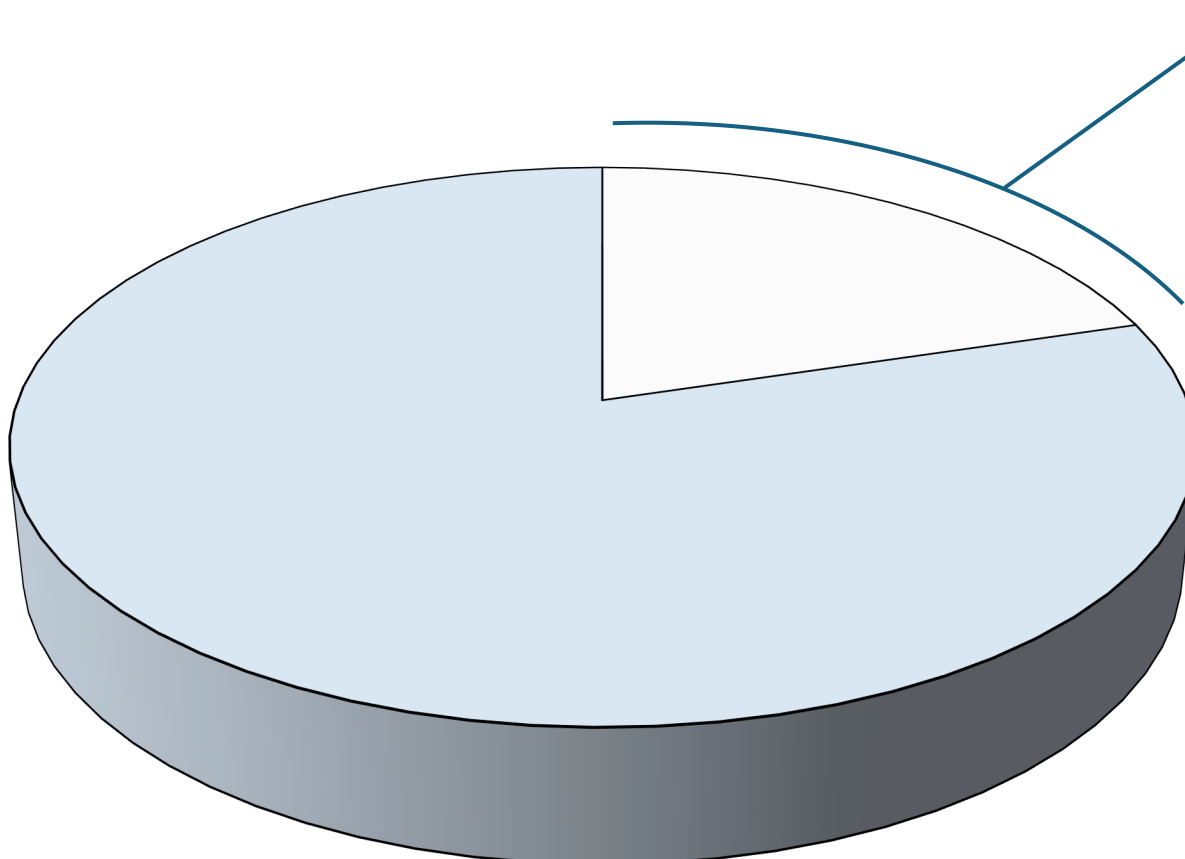
79 10.-mo. Faculty
Campus School

9/10 mo. Faculty as % of workforce (2024 UofM OIR data)

33% of Full-time



20% of Total FTE work



Preliminary Results

Pay practices of R1 institutions

- Total 147 Carnegie R1 institutions (2025)
- 34 Public with “Balanced arts & sciences/professions high graduate coexistence”
 - Potentially “most like” UofM, so good starting point
- Full data gathered so far from payroll websites for 13 institutions
 - Colorado State University-Fort Collins
 - Florida International University
 - Florida State University
 - George Mason University
 - Georgia State University
 - Indiana University-Bloomington
 - The University of Montana
 - The University of Texas at Austin
 - The University of Texas at Dallas
 - University of Arizona
 - University of California-Irvine
 - University of Central Florida
 - University of Colorado Boulder
 - University of Maryland-College Park

Preliminary Results

Pay practices of R1 institutions

- **12** of **13** default to “Pay when Work is done”
(Monthly) option
- Of these **12**, **10 (83%)** institutions offer a simple 12-month **(Deferred)** option
 - Generally, once-yearly election that must be made and is unchangeable (like during open enrollment)
- Most had “extra benefits/deductions” taken in some way in the **spring**, or **evenly distributed** over all checks
- Only **2** institutions had some sort of a “**Catch-Up**” model (as UofM is proposing)

Faculty Deferred Pay

Beginning August 2025, the University will no longer defer salary for nine-month academic year faculty.

- The total salary amount will not be impacted.
- Academic year (nine-month) faculty will receive their academic year salary over 10 months, August through May.

Why the Change?

- Feedback from academic leaders and faculty that express concerns with the delay in receiving compensation for their work.
- Eliminates challenges with pay errors and pay manipulations when faculty are hired, experience salary changes and/or leave employment during the academic year.
- Aligns the University's compensation practices with other R1 institutions.

What does this mean?

- UofM will no longer defer a portion academic year faculty salary to later disperse in the form of a paycheck during the summer months; May, June and July. **Therefore, there will be no paycheck for base pay in June or July and no salary deferrals.**
- Current academic year faculty will receive their final 2024-2025 academic year salary pay on July 31, 2025. This will be a “double” paycheck as the planned August salary payback amount will be included with the July 2025 paycheck.
- Employee deductions will not change for the July 2025 payroll (will continue to be a single month amount).
- Benefit deductions that are “missed” in June and July (beginning 2026) will be collected in August and September (in addition to that month's premium). No change to retirement contributions as they are percentage based.

Please, direct all questions on this change to facsal@memphis.edu and provide the [Faculty Deferred Pay Updates](#) website.

Faculty Deferred Pay

The following resources have been made available:

- The [Faculty Deferred Pay Updates](#) website will have the most up-to-date information, upcoming events and detailed FAQs.
- Faculty can leverage this planning tool to understand how much of their salary they should save monthly to replicate the current deferred pay model: [Faculty Deferred Pay Planning Tool](#)
- Upcoming events include financial planning sessions with financial advisors and information sessions with Human Resources beginning in the Spring 2025 semester.
- If there questions, please reach out to Human Resources at facsal@memphis.edu.

Please, direct all questions on this change to facsal@memphis.edu and provide the [Faculty Deferred Pay Updates](#) website.

Faculty Senate Motion M 2025.1.28 Resolution to Endorse and Highlight Previous Recommendations for IDCR and Faculty Buyout Policy

Originator: Research Policies Committee

Whereas,

The creation of favorable research conditions is required to attract the crucially-necessary high-quality professors and researchers to The University of Memphis to ensure continuous growth and maintenance of R1 status.

Whereas,

Indirect Cost Recovery (IDCR) and Faculty Buyout (FB) funds are the only sources of funding continuity for research faculty. IDCR and FB funds are often used by Principal Investigators (PIs) to fund graduate students and postdocs, invite speakers, and pay for travel, equipment, and materials. Monies from these funds are crucial for maintaining labs and research productivity. Research investigators should have substantial autonomy in determining how to utilize IDCR/FB funds and how these funds are taxed—especially during the transitional periods between grants.

Whereas,

President Hardgrave and the University have established Goal 4 “Strengthen Research Enterprise” of the UofM Strategic Plan. The majority of key components under this goal heading require establishing and ensuring favorable research conditions.

Whereas,

The Faculty Senate M2020.21.31 Motion established creation of an ad hoc university committee to review IDCR/Faculty Buyout distribution and allocation.

Whereas,

The ad hoc committee was formed, completed their review, and made a final committee report with their recommendations. While this report was disseminated to the administration of the university, it was not presented to the Faculty Senate or entered into the minutes.

Whereas,

The University Administration at the time of report made no response to the recommendations and the Provost and President level administration experienced a subsequent near-full turn-over of personnel shortly thereafter. This change in administration should have the opportunity to respond to the recommendations.

Whereas,

The aforementioned M2020.21.31 Motion also recommended the dissemination of the ad hoc committee’s efforts publicly on The University of Memphis website, which was not executed.

Be it resolved that,

The Research Policies Committee asks for the support of the Faculty Senate body to endorse the previous recommendations of the ad hoc committee on ICDR/Faculty Buyout, appended to this resolution. {See attached Pages} Furthermore, the committee's findings should be posted on an appropriate University of Memphis website for public dissemination.

Recipients:

Bill Hardgrave, President

David Russomanno, Provost and EVP

Jasbir Dhaliwal, EVP Res. & Innov.

Motion **2025.1.28** 1/28/2025

Vote: # For, # Against, # Abstain

Executive Summary

During Fall Semester 2021, a committee composed of the following members was convened to study existing University of Memphis Policy related to Faculty Buyout as well as IDCR Distribution. The committee members were:

Gary L. Emmert, Committee Chair, Associate Dean of Research & Natural Sciences	Frances Fabian Associate Professor, Department of Management
David Freeman Chair, Department of Biological Sciences	William Alexander Associate Professor, Department of Chemistry
George Ninan Assistant Vice President of Financial Accounting and Reporting & University Controller	Deborah A Becker Executive Director of Financial Planning and Analysis
Eddie Jacobs, Professor of Electrical & Computer Engineering	Andrew Olney Professor, Institute for Intelligent Systems
Hilary DeLuco, Business Officer III, College of Health Sciences	Richard J. Sweigard Dean, Herff College of Engineering
D. Kimbrough Oller Professor, Plough Chair of Excellence, School of Communications Sciences and Disorders	Cody Behles Director, Research Development and Innovation

The Committee met on four occasions to have discussions on our charge, considered the unofficial policies that were in place and their origins. In addition, the committee reviewed summary recommendations that had derived from a subcommittee of the University of Memphis Research Council. We also explored the policies that were in place at peer R1 universities in the region. Based upon these meetings, we have put together the following recommendations related to Faculty Buyout and to IDCR distribution policy.

Recommendations for University of Memphis General Faculty Buyout Policy

Faculty buyout is closely tied to Faculty Workload. Previous research from a subcommittee of the University of Memphis Research Committee found that some Colleges at U of M as well as other R1 universities adhere to the following designations.

- A typical Tenure/Tenure Track Faculty member (i.e., F9 employee) would need to cover 12.5% of salary for a one course release (3- hour course) of their teaching duties.
- It is recommended that such an employee should be able to use grant funding to buy out their teaching starting with their “normal” teaching load first. Put another way, if a faculty member normally teaches a 2 class/per semester teaching load with additional duties assigned as an equivalent of teaching such as advising or other departmental service, then the teaching duties are given priority in the buyout, but discretion is left to the faculty member as to which specific duties they choose to buy out.
- It is acceptable, even encouraged, for Faculty members to buy themselves completely out of teaching and service duties if they choose to do so using external funding.

- In the case of Full Time Instructors, it is recommended that a 1 course buyout be equal to 10% salary and all other recommendations above would apply.
- For a typical one or two course release buy out, a Faculty member is required to provide a minimum of six-weeks-notice prior to the semester of the buyout to ensure Department Chairs and Program Directors have sufficient time to secure replacements for the Faculty members teaching duties. For a complete buyout, a Faculty member is required to provide 1 semester notice (15 weeks) prior to the semester of the buyout. Funds for the buyout need to be verified with appropriate FOPAL numbers when notice is given. These funds will be encumbered at the time buyout is approved by Department Chair/Program Director and the College Dean.
- If sufficient funds are demonstrated, approval by Department Chair/Program Director and Dean should be made. If approval is not made, Department Chair/Program Director and/or College Dean need to document in writing specific reason for denial of buyout.

University of Memphis General Faculty IDCR Distribution Policy – Summary of Committee Discussions

There has been no written general policy on the distribution of IDCR funds, although there have been procedures followed by the University. Apparently, these procedures derive from informal policy in the form of a *memo* that states expected distribution guidelines. The purpose of the following is to provide General Recommendations for IDCR distribution that will be adopted as formal University Policy.

It is the Committee's understanding that the memo describes the following IDCR Allocation. Of the total IDCR cost associated with a typical research grant 25% is allocated for the College from where the PI of the proposal is appointed.

- From this 25%, the typical allocation is that the College retains 5% of the 25% allocation.
- The PIs Department is allocated 10% of the original 25%.
- The PI receives 10% of the original 25% allocated.
- When multiple PIs/Co-PIs and Departments and Colleges are involved, the percentages are divided based on effort contributed to the award.

The Committee understands that there is slight variation in this formula from College to College, largely derived from how start-up costs are provided to new faculty members.

As part of our discussion on IDCR Distribution Policy, the committee learned that the Division of Research and Innovation (DIR) is solely supported by IDCR funding. The committee recommends that as an emergent R1 university, that University of Memphis needs to provide base budget support for DRI as soon as possible.

This committee found unanimous agreement that it is essential that DRI be base budgeted as well as a uniform policy be adopted for IDCR distribution and handling of IDCR funds.

The committee believes that the allotment to a given PI faculty member, currently "unofficially" established as "10%" should remain so and be protected by the university policy. We believe that in general, IDCR should roll down in distribution to the College and that each College should have a level of autonomy in establishing the percentage distribution with Centers and Chairs, but that the "10% to a PI Faculty member remain sovereign and unchanged.

The Committee recognizes that the “build-up” of IDCR money in an account presents certain challenges to the university. For example, at the State level, all UofM-IDCR accounts essentially appear as one large University “slush” fund (even though in reality, this is not the case). The optics of this at the State is not good for the University in our quest to become more equitably funded relative to the University of Tennessee system. This is a situation where our success as a research university may work against us compared to other universities in the state who may not be amassing IDCR money (for example, MTSU, ETSU or TTU) at the level we are.

Further, the Committee recognizes that from the PI Faculty point of view, IDCR money is largely “unrestricted funds”, meaning that they can be used by a PI Faculty to enhance their contributions toward research. In this case, the analogy might be that it serves as “petty cash”, allowing a PI Faculty to fund research students, purchase consumables, cover publication costs, or invest in other similar needs that are not typically covered by Departments, Colleges or external grant funding.

The committee feels that PI Faculty should maintain some autonomy with respect to IDCR funds, however it would be beneficial each year for the PI Faculty to submit a standardized Spending Plan for their IDCR money. As an example, if a faculty member is saving up to purchase a piece of research equipment, such a plan submitted by the PI Faculty member to the Chair would provide a record that such a plan is in place to purchase such a desired piece of equipment. This would mean that Chair’s would have easy access to the needs of their faculty and might be able to help move along the purchases of such devices. This would be especially important in “R1 accounting” years where funds might come available to Deans. With plans in place, Deans and Associate Deans could easily check with Chairs to determine where money could be leveraged for research support in those crucial accounting cycles. The committee all agreed that such a system would be greatly beneficial.

Final Recommendations for University IDCR Distribution Policy

The Committee recommends that the following University IDCR Distribution Policy be adopted by Colleges. The Committee recommends that:

- As an emerging R1 University, it is imperative that the Division of Research and Innovation be base-budgeted.
- The typical allotment of 25% of IDCR amount should continue to be allocated to the College from where the PI is appointed.
- The exact allotment between College, Department and PI should remain as has been the unofficial policy. That is as stated earlier in this document – 5% remains with College, 10% to PI’s Department and 10% to PI.
- In Colleges where new faculty startup packages are funded in collaboration between the College and Department (typically at a 75%/25% College/Department split), this 5%/10%/10% split of the original 25% allocation should remain unchanged. In Colleges where this typical split is not followed, the Dean should be free to negotiate a larger percentage of the 25% allocation.
- The allocation to the PI should remain at 10% of the 25% allocation and is not subject to negotiation (i.e., redistribution of the 25% allocation needs to occur only between Dean and Department).
- It is important that research funds be appropriately leveraged to increase research efforts at the University, thus PIs need to follow the following *standardized* planning and reporting guidelines with respect to their IDCR accounts in conjunction with Department Chairs/Program Directors and College Deans.

- IDCR accounts with > \$10,000 could be maintained 2 years without providing a spending plan. Thereafter, a spending plan will need to be developed and filed with the Department Chair describing how the IDCR money will be used.
- IDCR accounts with < \$1500 will need to provide a spending plan every 5 years as described above.
- For IDCR accounts that fall within the mid-range noted above, a short, standardized accounting form describing spending plan and use of funds should be provided annually unless 30% of the funds are expended annually.

The Committee in its course of discussion learned of the ambiguity that sometimes arises related to entities that are variously referred to as “Centers”, “Institutes” etc. that may be variously housed at different administrative levels through the University. For example, some are housed at Provost level, some at the College level and some at Department level. The variability complicates allocation and negotiations strategies. The Committee found this discussion seemed outside of our original charge. As such, we tabled such discussion and recommend that another committee be formed to better explore how our peer R1 universities are handling these entities.

M 2025. 1. 28 Motion to Approve Timeline for Faculty Senate Review of Revisions and the Vote on Revisions for 2025-2026 Faculty Handbook

Originator: Faculty Policies Committee

Whereas,

The Faculty Policies Committee has a standing charge to annually review and propose appropriate revisions to the Faculty Handbook.

Be it resolved that,

The Faculty Senate approves the attached timeline for the Faculty Senate review of revisions and the vote on the revisions for the 2025-2026 Faculty Handbook.

Recipients:

The Office of the Faculty Senate

David Russomano, Provost

Helen Johnson, Office of the Provost

Motion **2025.1.28** 1/28/2025

Vote: # For, # Against, # Abstain

Tuesday 1/28/25 Faculty Policies Committee will make a report that includes all the proposed revisions for the 2025-2026 Faculty Handbook.

Tuesday 2/11/25 Deadline for Faculty Policies Committee to make proposed changes to the handbook.

Friday 2/21/25 Deadline for Faculty Senator input to Faculty Policies Standing Committee through Teams

Tuesday 2/25/25 Faculty Policies Committee will make a report summarizing the final changes

Tuesday 3/18/25 Release of Faculty Handbook Revisions for Final Viewing Before Vote

Tuesday 3/25/25 Faculty Senate vote on revisions for the 2025-2026 Faculty Handbook

Wednesday 6/4/25 Presentation to the Board of Trustees on changes to Tenure Policies

How shared is it?

The need to sharpen our focus on shared governance

Máté Wierdl

Senator for the Mathematical Sciences Department

January 28, 2025

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Plan

1. *Changes in the Faculty Handbook*

2. *Theory to practice*

3. *Ripple effects and history*

4. *What have we learned?*

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Plan

1. *Changes in the Faculty Handbook*

2. *Theory to practice*

3. *Ripple effects and history*

4. *What have we learned?*

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Plan

1. *Changes in the Faculty Handbook*

2. *Theory to practice*

3. *Ripple effects and history*

4. *What have we learned?*

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Plan

1. Changes in the Faculty Handbook

2. Theory to practice

3. Ripple effects and history

4. What have we learned?

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Changes in the Faculty Handbook

2019 versus 2024

- ▶ In the 2019 version of the Handbook, on page 15, we see the following text about chair search in a department:
- ▶ In the 2024 version of the Handbook (unchanged since 2022), on page 14, we see the following text about chair search in a department:
- ▶ There are additional statements in the 2024 version which sound harsh in an academic environment, like “Department chairs serve at the will of the dean.”

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Changes in the Faculty Handbook

2019 versus 2024

- ▶ In the 2019 version of the Handbook, on page 15, we see the following text about chair search in a department:
- ▶ In the 2024 version of the Handbook (unchanged since 2022), on page 14, we see the following text about chair search in a department:
- ▶ There are additional statements in the 2024 version which sound harsh in an academic environment, like "Department chairs serve at the will of the dean."

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Changes in the Faculty Handbook

2019 versus 2024

- ▶ In the 2019 version of the Handbook, on page 15, we see the following text about chair search in a department:

University administrators who have responsibility for appointing department chairs should ensure that such appointments are judged acceptable by the majority of the faculty in a department, except under unusual circumstances. The chair's performance is evaluated

- ▶ In the 2024 version of the Handbook (unchanged since 2022), on page 14, we see the following text about chair search in a department:
- ▶ There are additional statements in the 2024 version which sound harsh in an academic environment, like "Department chairs serve at the will of the dean."

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Changes in the Faculty Handbook

2019 versus 2024

- ▶ In the 2019 version of the Handbook, on page 15, we see the following text about chair search in a department:

University administrators who have responsibility for appointing department chairs should ensure that such appointments are judged acceptable by the majority of the faculty in a department, except under unusual circumstances. The chair's performance is evaluated

- ▶ In the 2024 version of the Handbook (unchanged since 2022), on page 14, we see the following text about chair search in a department:
- ▶ There are additional statements in the 2024 version which sound harsh in an academic environment, like “Department chairs serve at the will of the dean.”

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Changes in the Faculty Handbook

2019 versus 2024

- ▶ In the 2019 version of the Handbook, on page 15, we see the following text about chair search in a department:

University administrators who have responsibility for appointing department chairs should ensure that such appointments are judged acceptable by the majority of the faculty in a department, except under unusual circumstances. The chair's performance is evaluated

- ▶ In the 2024 version of the Handbook (unchanged since 2022), on page 14, we see the following text about chair search in a department:

Department chairs are appointed after an internal or external search is conducted according to policies which can be found on the university website. The dean selects the chair of the search committee from outside the department and appoints members of the committee. A majority of the search committee is composed of tenured and tenure-track faculty members of the department. Membership of the search

- ▶ There are additional statements in the 2024 version which sound harsh in an academic environment, like “Department chairs serve at the will of the dean.”

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Changes in the Faculty Handbook

2019 versus 2024

- ▶ In the 2019 version of the Handbook, on page 15, we see the following text about chair search in a department:

University administrators who have responsibility for appointing department chairs should ensure that such appointments are judged acceptable by the majority of the faculty in a department, except under unusual circumstances. The chair's performance is evaluated

- ▶ In the 2024 version of the Handbook (unchanged since 2022), on page 14, we see the following text about chair search in a department:

Department chairs are appointed after an internal or external search is conducted according to policies which can be found on the university website. The dean selects the chair of the search committee from outside the department and appoints members of the committee. A majority of the search committee is composed of tenured and tenure-track faculty members of the department. Membership of the search

- ▶ There are additional statements in the 2024 version which sound harsh in an academic environment, like “Department chairs serve at the will of the dean.”

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Changes in the Faculty Handbook

2019 versus 2024

- ▶ In the 2019 version of the Handbook, on page 15, we see the following text about chair search in a department:

University administrators who have responsibility for appointing department chairs should ensure that such appointments are judged acceptable by the majority of the faculty in a department, except under unusual circumstances. The chair's performance is evaluated

- ▶ In the 2024 version of the Handbook (unchanged since 2022), on page 14, we see the following text about chair search in a department:

Department chairs are appointed after an internal or external search is conducted according to policies which can be found on the university website. The dean selects the chair of the search committee from outside the department and appoints members of the committee. A majority of the search committee is composed of tenured and tenure-track faculty members of the department. Membership of the search

- ▶ There are additional statements in the 2024 version which sound harsh in an academic environment, like **“Department chairs serve at the will of the dean.”**

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Theory to practice

How can a chair search go down?

- ▶ Dean decides, it will be an **internal** search.
- ▶ Dean makes up a chair search committee the composition of which she keeps secret.
- ▶ After complaints, provost involvement, it's revealed that the chair of the search committee is outside the department, and one of the members is the office manager.

▶ The search committee reports for chair without asking for the opinion of the department.
▶ The department chair is not involved in the search process, reportedly even
commenting on the effect of "the search has been going on for too long, I had to wait."

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Theory to practice

How can a chair search go down?

- ▶ Dean decides, it will be an **internal** search.
- ▶ Dean makes up a chair search committee the composition of which she keeps secret.
- ▶ After complaints, provost involvement, it's revealed that the chair of the search committee is outside the department, and one of the members is the office manager.
- ▶ Dean, announces her choice for chair, without asking for the opinion of the department faculty, and **even before her own meeting with the search committee**, reportedly saying something to the effect of "this search has been going on for too long, I had to act".

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Theory to practice

How can a chair search go down?

- ▶ Dean decides, it will be an **internal** search.
- ▶ Dean makes up a chair search committee the composition of which she keeps secret.
- ▶ After complaints, provost involvement, it's revealed that the chair of the search committee is outside the department, and one of the members is the office manager.
- ▶ Dean, announces her choice for chair, without asking for the opinion of the department faculty, and **even before her own meeting with the search committee**, reportedly saying something to the effect of "this search has been going on for too long, I had to act".

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Theory to practice

How can a chair search go down?

- ▶ Dean decides, it will be an **internal** search.
- ▶ Dean makes up a chair search committee the composition of which she keeps secret.
- ▶ After complaints, provost involvement, it's revealed that the chair of the search committee is outside the department, and one of the members is the office manager.
- ▶ Dean, announces her choice for chair, without asking for the opinion of the department faculty, and **even before her own meeting with the search committee**, reportedly saying something to the effect of "this search has been going on for too long, I had to act".

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Theory to practice

How can a chair search go down?

- ▶ Dean decides, it will be an **internal** search.
- ▶ Dean makes up a chair search committee the composition of which she keeps secret.
- ▶ After complaints, provost involvement, it's revealed that the chair of the search committee is outside the department, and one of the members is the office manager.
- ▶ Dean, announces her choice for chair, without asking for the opinion of the department faculty, and **even before her own meeting with the search committee**, reportedly saying something to the effect of “this search has been going on for too long, I had to act”.

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Ripple effects and history

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

***Ripple effects and
history***

*What have we
learned?*

Ripple effect The chair, chosen by the Dean, has been conducting a search for a Tenure Track position, using similar methods to those used by the Dean in her chair search.

History Back in the spring of 2019, the profs of the College of Arts and Sciences had an opportunity to interview only a single candidate for the CAS Dean position.

Ripple effects and history

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Ripple effect The chair, chosen by the Dean, has been conducting a search for a Tenure Track position, using similar methods to those used by the Dean in her chair search.

History Back in the spring of 2019, the profs of the College of Arts and Sciences had an opportunity to interview only a **single** candidate for the CAS Dean position.

Ripple effects and history

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Ripple effect The chair, chosen by the Dean, has been conducting a search for a Tenure Track position, using similar methods to those used by the Dean in her chair search.

History Back in the spring of 2019, the profs of the College of Arts and Sciences had an opportunity to interview only a **single** candidate for the CAS Dean position.

Conclusion

Lack of shared governance at any one level can have ripple effects at all levels, inviting overly authoritative, even dictatorial decision making.

Thus, we need to reach and maintain shared governing at all levels.

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*

Conclusion

Lack of shared governance at any one level can have ripple effects at all levels, inviting overly authoritative, even dictatorial decision making.

Thus, we need to reach and maintain shared governing at all levels.

How shared is it?

Máté Wierdl

Plan

*Changes in the
Faculty Handbook*

Theory to practice

*Ripple effects and
history*

*What have we
learned?*