

Strategic Planning and Budget Advisory Committee

Faculty Center
1216 E Mabel PO Box 210456
621-1342 (Fax: 621-8844)

facultycenter@email.arizona.edu

Minutes

Wednesday, February 17, 2021
8:15-9:50am *via Zoom*

Present: B. Brummund (**Co-Chair**), S. Helm (**Co-Chair**), M. Abecassis, D. Ayoun, L. Benson, B. Berrellez, E. Cantwell, E. Cheu, S. Colina, P. Dourlein, J. Duran, L. Folks, G. Heileman, M. Hingle, J. Hunter, J. Jones, D. Liverman, I. Moore, S. Moore, G. Perry, C. Ramirez, L. Rankin, H. Rodrigues, L. Rulney, S. Sen, T. Singleton, R. Stephan, S. Troutman, B. White

Absent: J. Florian, A. Miller, J. P. Roczniak, M. Taylor

Guests/Observers: J. Dudas, C. Henderson, H. Jensen, R. Miller, J. O'Neil, A. Romero, P. Scott

Presenters: Liesl Folks, Senior Vice President for Academic Affairs and Provost;
Andrew Carnie, Vice Provost, Graduate Education and Dean of the Graduate College

Lucas Schalewski, Director, Assessment – Research; Ilya Smith, Chief Compliance Officer, Chief Privacy Officer

Call to Order

Co-Chair Helm called the meeting to order at 8:17am

Approval of the Minutes of February 3, 2021

The minutes of February 3, 2021 were approved.

Presentation and Discussion: Graduate Student Recruitment / Retention and Completion / Financial Support Structures for PhD / MFA / etc. students

Liesl Folks, Senior Vice President for Academic Affairs and Provost

Andrew Carnie, Vice Provost, Graduate Education and Dean of the Graduate College

Graduate Enrollment and Funding Update:

Carnie provided a recap of action items from 2019, including:

- A review architecture for GAs was in the planning stages as a partnership with HR.
- An investment in better TA training was completed with a fall release. New training involved software, videos, and a TA mentoring group.
- Mentorship training for faculty and graduate students was in the pilot stages. Carnie described a current project to help faculty mentor under-represented groups. This would take place as a 1-semester long workshop. Carnie was working with Faculty Affairs and RII to create a general mentorship training program for faculty.

- Clear policies on GA workload covering reviews, stipends, contractual levels, and restrictions on hours/appointments were published.
- A minimum stipend and tuition support model was being developed as part of a doctoral excellence program.
- A tuition insurance pool to bridge gaps in grant projects had not started. Work for ABOR and internal metrics that aligned with UA internal goals had not started.

Carnie shared with the committee information on Spring 2021 enrollments. He stated that, despite barriers for students, enrollments continued to grow and showed over a 3-year period a 7.3% increase. Carnie detailed 5-year enrollment trends by college and highlighted two anomalies: a 421% percent increase in the College of Law due to launching a new Master of Legal Studies program and a -95% decrease as CAST moved graduate programs to other colleges. He added the latter did not indicate a decrease in students.

Carnie highlighted 5-year trends by degree and stated there was consistent growth in all areas except non-degree seeking students. He added graduate certificates showed significant growth as professionals wanted credentials but not another degree. Compared to peers UA had a relatively small master's degree student body.

Carnie provided an overview of 5-year trends by campus and stated the 70% increase in Arizona Online enrollment was offsetting decreases on main campus. He added that if not for Arizona Online growth, the Graduate College would experience financial trouble due to reliance on application fees.

Carnie informed the committee on 5-year trends by diversity and stated the University showed greater diversity when considering under-represented minority (URM) students. Peer institutions had URM percentages between 7-13% while the University's URM percentage was 25.8% for 2020. Carnie added URM percentages do not include international students or DACA students.

Carnie concluded with information on Fall 2021 applications and admits, including:

- Overall application numbers were up 3%.
- There was an increase of 36% online applications. Carnie added Arizona Online had a recruitment and marketing methodology that the rest of the University was not using. He recommended colleges invest in enrollment staff.
- Total admits showed international student numbers growing in anticipation of changes to the visa situation.

Doctoral Excellence Project:

Folks stated the focus of the project was to re-focus Doctoral Education on training student-scholars instead of viewing them as a source of institutional labor. Carnie added the current 6-year completion rate was 52% and the goal was to improve to 70% by 2025. Key factors of the project included:

- Finding fellowship funding and tuition support from re-budgeting, grant sources, and philanthropy.
- Providing students with structured and mentored teaching experiences, separate from funding.
- Increasing stipend levels to a minimum of \$20,000 plus tuition and health insurance for all doctoral and MFA programs.
- Providing new opportunities for doctoral students to pursue engagement outside of academia including internships.
- Providing significantly expanded Graduate Center professional development support.
- Deploying mentorship training to faculty and staff across campus.

- Continuing to improve recruitment and retention efforts and updating curricula, comprehensive exams.

21st Century Master's Project

Folks and Carnie also introduced the 21st Century Master's Project with a focus on developing a professionalization and applied skills. The goal of the program was to double the number of master's degrees awarded by 2024. Key factors of the project included:

- Targeted recruitment
- Accessible prep and bridge programs
- Streamlined admissions
- Streamlined degree tracking
- Rethinking master's curricula to support professional needs

Members discussed with Carnie the importance of mentorship during career searches and enforced the significant impacts increases to stipends would have. Members also commented on the importance of providing summer funding opportunities to students as many stipends are academic year only. Folks responded that getting stipends to \$20,000 for the 9-month period was the first step and full year funding would be the next step to ensure student success. Members also discussed with Folks the need for faculty to receive credit for doing mentoring work. Folks responded that workload assignments involving advising graduate students was handled differently by colleges and she wanted an advisement to be considered consistently across the institution.

Presentation: Vaccination Survey for Employees and DCCs

Lucas Schalewski, Director, Assessment – Research

Ilya Smith, Chief Compliance Officer, Chief Privacy Officer

Schalewski provided an update to the committee regarding a survey about employee/DCC vaccination participation, barriers to vaccination, and strategies to support registration. The survey was available from February 5 to February 9, 2021. There were 8,179 responses. He added the survey indicated there were higher rates of starting doses among on-site employees and stage 1 and stage 2 instructors.

Schalewski stated over half of those who received the vaccine did so at the Main Campus site. He added that 4 out of 10 employees reported a barrier to vaccine participation including:

- Challenges through the registration process (33%)
- Uncertainty about how to register for a vaccine appointment (24%)
- Not available when appointments offered (16%)
- Location/travel requirements (6%)
- health concerns regarding going to get a vaccine and transmitting COVID-19 (5%)
- Concerns about impact on health (4%)
- COVID-19 positive and waiting 90-days (4%)
- Perception of ineligibility or unsure of status (2%)
- Limited access to computer or internet (1%)

Schalewski added among those who had not received both vaccination doses, 8% required assistance in registration process and 5% did not plan to make an appointment for the vaccine. He added the top reasons for not getting vaccinated were health concerns, altruistic waiting, distance, have/had COVID-19, and ethical reasons.

Smith provided information on registration and troubleshooting. She added that supervisors, CAT hotline/email, VTF Stewardship Committee were points of contact for employees experiencing registration hurdles and assistance was offered to at least 400 employees/DCCs. According to Smith,

registration issues reported were largely associated with the Pima County system/process. Smith concluded by saying employees were highly motivated and there was a high level of both patience and confusion.

Non-COVID-19 Senior Leadership Updates and Updates on Re-entry

President Robbins

Robbins updated the committee on declining COVID case numbers and stated he expected a 20% increase in vaccinations. He added vaccinations were not limited by efficiency, but by not having the vaccine on hand. He expressed hope to get everyone vaccinated if possible and when group 1C was ready for vaccination, to vaccinate students before they return home for summer.

Liesl Folks, Senior Vice President for Academic Affairs and Provost

Folks updated the committee on efforts to ensure a smooth ramp up to Stage 2 instruction the following week. She added faculty were not expected to change formats if they were not already prepared to do so and communications regarding this would be sent. She stated there was a low level of COVID infection among the University community and she was expecting a smooth process.

Lisa Rulney, Senior Vice President and Chief Financial Officer, Business Affairs

Rulney expressed thanks to all who participated in the all-funds multi-year process. She said 70% of deliverables were received and encouraged those who had not submitted materials to do so as soon as possible.

Andrea Romero, Vice Provost, Faculty Affairs

Romero updated the committee on her interest in working on a salary equity study for career track faculty. She said this effort was slowed due to the 235 distinct titles among this group and the resulting difficulty in conducting a review. She added that a process of paring down titles was reaching consensus and information would be shared with Faculty Senate.

Adjournment

The meeting was adjourned at 9:50 am.