

Strategic Planning and Budget Advisory Committee

Faculty Center
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Minutes

Wednesday, March 3, 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. Cheu, S. Colina, P. Dourlein, J. Duran, L. Folks, J. Jones, D. Liverman, I. Moore, S. Moore, G. Perry, L. Rankin, H. Rodrigues, L. Rulney, T. Singleton, R. Stephan, M. Taylor, S. Troutman, B. White
- Absent: E. Cantwell, J. Florian, G. Heileman, M. Hingle, J. Hunter, S. Keim, A. Miller, C. Ramirez, J.P. Roczniak, S. Sen,
- Guests/Observers: C. Henderson, R. Miller, J. O'Neil, A. Romero
- Presenters: William Neumann, Kasi Kiehlbaugh, Co-Chairs of the Faculty Senate ad hoc Committee on Career Track Faculty
- Andrea Romero, Vice Provost for Faculty Affairs; Judy Marquez Kiyama, Associate Vice Provost for Faculty Development

Call to Order

Co-Chair Helm called the meeting to order at 8:16am

Approval of the Minutes of February 17, 2021

The minutes of February 17, 2021 were approved.

Presentation and Discussion: Update on Career Track Faculty Titles

William Neumann, Kasi Kiehlbaugh, Co-Chairs of the Faculty Senate ad hoc Committee on Career Track Faculty

Neumann presented to the committee an overview of the members of the Faculty Senate ad hoc Committee on Career Track Faculty. He shared a process report and stated a Spring 2020 committee report found there were 235 distinct titles for career track faculty. Neumann stated the recommendation of the committee was to harmonize career track faculty titles across all units to facilitate recognition of the contributions of these faculty and improve institutional culture. He added the AAUP recommendations for minimum standards for contingent faculty included description of duties, regular evaluations, and compensation and promotion based on duties. The rationale behind this work included: seeking to provide clear paths for promotion and multi-year contracts; seeking increased clarity on promotion criteria and annual review evaluation criteria; providing a framework to permit a Salary Equity Study for Career Track Faculty; and fewer titles to allow for comparisons within title and rank by gender and ethnic/racial indication.

Neuman presented recommended career track faculty titles, including:

- Lecturer title ranks: Lecturer, Senior Lecturer, and Principal Lecturer
- Professorial title ranks: Assistant, Associate, and Full Research Professor; Assistant, Associate, and Full Clinical Professor; Assistant, Associate, and Full Professor of Practice

He added the committee was hoping for broad adoption of these titles and the lecturer titles would stay within the unit for review. The committee was looking to expand the definition of professor of practice to be more inclusive of knowledge and expertise.

Neumann presented career track faculty titles and definitions from UHAP, including:

- Lecturer: Primary responsibility is teaching undergraduate or clinical courses.
- Clinical Professor: Their primary responsibilities include teaching or managing students in the practice requirements of their degree programs in a manner that advances the educational mission of the University in a significant or substantial way.
- Research Professor: Primary responsibilities of such employees are to engage in, be responsible for, or oversee a significant area of research or scholarship in a manner that advances the mission of the University in a significant and substantial way.
- Professor of Practice: Established themselves by expertise, achievements, and reputation over a sustained period of time to be distinguished professionals in an area of practice or discipline.

Neumann highlighted proposed changes including:

- Expand definition of Professor of Practice to include those with a focus on the teaching and learning experience as their primary practice.
- Expand definition of Lecturer track to include graduate classes.
- Review appropriateness of including Instructor title as Career Track because it does not have a promotion pathway.

Neumann concluded with the following considerations:

- Both Lecturer and Professorial Titles would continue to be eligible for multi-year appointments.
- Faculty who do not currently hold one of the existing recommended titles would need to discuss with their department head which title is most appropriate.
- Some faculty who hold a recommended title may find that their duties are not aligned with the definition and may choose to change titles for better alignment and evaluation review.
- Changing of titles in the next year could be done at annual contract renewal. Track transfers within the Career Track would be waived for FY2021-2022 in order to facilitate title harmonization.

Presentation: General Updates on Faculty Hiring, Termination, Retention.

Andrea Romero, Vice Provost for Faculty Affairs; Judy Marquez Kiyama, Associate Vice Provost for Faculty Development

Romero presented details of the strategy for a faculty equity ecosystem including:

- Recruitment: creating targeted, diverse recruitment efforts involving search committee guidelines and training and Strategic Priorities Faculty Initiative.
- Retention: building affirming environments and anti-oppressive structures for faculty advancement including promotion opportunities, multi-year contracts for career track, salary equity review, and the FDCP mentoring program.
- Excellence: ensuring a culture to enable a high-performing academic enterprise through faculty development, leadership programs, NCFDD resources, FDCP mentoring program, and RII resources.

Romero also shared information regarding transparency in faculty reports and data available via the online repository, including:

- Faculty 2019-2020 Demographics and 9 Year Equity Gap Analysis Between Faculty and Students
- Salary Equity Review for Tenure / Tenure Eligible Faculty
- Reporting on workforce race/ethnicity and new My UAccess Details dashboard
- COVID-19 Check-In Survey Report: Faculty and Instructors Spring 2020 and Fall 2020
- Strategic Priorities Faculty Initiative 2008-2020 Report

Romero informed the committee regarding averages of faculty separations from the University from 2016-2020. Details included:

- Tenure/Tenure Eligible: 52.8% retirement, 37.4% voluntary, 9.8% other (non-renewals, involuntary terminations, and individuals terminated during the probation period)
- Continuing/Continuing Eligible: 52.4% retirement, 45.2% voluntary, 2.4% other
- Career Track and Multi-year: 29.3% retirement, 51.3% voluntary, 19.4% other
- Adjunct: 6.7% retirement, 29.9% voluntary, 63.3% other

Romero provided a snapshot of Fall 2020 faculty and stated there were 3,688 faculty of which 1,625 were tenure track; 196 were continuing track; 976 were career track (108 on multi-year contracts); and 885 were adjuncts. From this information, Romero presented details from an equity lens and stated tenure track faculty were divided 45% male and 55% female with other tracks closer to 50/50. Romero detailed under and over-represented group faculty to student ratios on campus. She also stated the student/faculty ratio is 35/1 (tenure track). Romero stated there was an 18% gap between representation of female faculty and female students on campus.

Presentation: Strategic Priorities Faculty Initiative (SPFI)

Andrea Romero, Vice Provost for Faculty Affairs; Judy Marquez Kiyama, Associate Vice Provost for Faculty Development

Kiyama presented to the committee regarding the Strategic Priorities Faculty Initiative (SPFI). She stated SPFI provided temporary financial support to academic departments enabling them to hire full-time, tenure track/continuing eligible faculty. She added this was accomplished through a scaled model with support for the first year split 75% from the Provost and 25% from college or department. She emphasized it was important these faculty not participate in competitive searches as this initiative was intended as a way to foster creative scholarship, meet equity goals, encourage new ways of thinking regarding the student body, and expand collaborations with communities. Kiyama added the University cannot conduct hiring in Arizona focused on race/ethnicity, but can setup a call for hiring that aligns with work to advance equity efforts.

Kiyama shared key points of SPFI, including:

- Approximately \$1 million per year allocated for funding. More funding this year for SPFI (+175,000 USD).
- Applications due last Friday of every month (Sept – March).
- Candidates should be identified before submitting application. SPFI funds cannot be used to support a candidate who has applied to an open position.
- Must have info on their scholarship and how it advances equity goals of unit.
- Hiring waiver not required before submitting application

Kiyama provided details of SPFI hiring from 2008-2020 including:

- 67 total offers.
- Average of 7 SPFI offers per year.

- 80% retention of those hired with 44 currently active, 10 separated, 1 retired, and 12 who declined the offer.
- CAPLA, College of Medicine-Phoenix, Eller, Nursing, Optical Sciences and Veterinary Medicine had not used SPFI funds.
- SBS and College of Science had the highest rate of SPFI offers.

Kiyama also detailed a survey of Fall 2020 current SPFI faculty members. 31 faculty members completed a survey distributed in Fall 2020 and provided information on gender/sex identity; sexual orientation; race/ethnicity.

Kiyama concluded by sharing new recruitment and hiring practices put in place since 2019. These included:

- Required search committee training with implicit bias and equity training based on best practices (mandatory for all Fall 2021).
- Consistent, equity-centered search committee resources and matrices
- Updated recruitment and hiring guidelines.
- Strategic Priorities Faculty Initiative (SPFI) increased by \$175k for 2020-2021.
- Individualized meetings with deans, search committee chairs, and search committees.
- Aggregate tracking of candidate pool representation for all searches in partnership with HR for each search starting 2021.

Members asked questions regarding likelihood of retention of SPFI hires and Romero replied SPFI funds could not be used to retain current faculty.

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

Tara Singleton, ASUA President

Singleton updated the committee regarding the ASUA election which will take place during March. She added that she will be shadowed at the next SPBAC meeting by the new undergraduate representative to the committee. She added that during phase 2 of campus re-entry ASUA registered clubs can meet in the Student Union.

Steven Moore, Senior Vice President, Chief Marketing/Communications Officer

Moore informed the committee regarding campus activities. He added marketing was working with the vaccine POD to manage media. Additionally, he was working with Kasey Urquidez, Vice President, Enrollment Management, on targeted admissions.

Liesl Folks, Senior Vice President for Academic Affairs and Provost

Folks updated the committee on work regarding messaging to campus about operating in close to normal circumstances during Fall 2021. She added with recent government messages about vaccines, it was possible the Fall semester would be normal and, if the vaccine was rolled-out as planned, normal classroom density was possible by August. She clarified this may involve face coverings and faculty may deliver lectures by Zoom and use the classroom for smaller group activities.

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

Rulney informed the committee regarding the delay of implementation of AIB until FY23. She stated there was concern regarding speed of implementation of the new budget model and it was critical to allow for participation of shared governance in the process. She added this did not mean that progress would slow on the project team side and they would continue to meet

and work. Rulney concluded by saying she hoped to implement components that were ready July 1 with full implementation July of the following year. Faculty would be included on the AIB communication committee and a simulation of the new model will be run to understand implications for budgets.

Adjournment

The meeting was adjourned at 9:50 am.