



AGENDA

Attendees: Dean Raymond Tymas-Jones, Assistant Dean Liz Leckie, Assistant Dean Karineh Hovsepian, Dan Evans, Nolan Baumgartner, Rob Wood, Stacie Riskin, Kevin Hanson, Lien Fan Shen, Steve Pecchia-Bekkum, Adam Terry, Jahanara Saleh, Stephen Koester, Ellen Bromberg, Sharee Lane, Juan Carlos Claudio, Samantha Matsukawa, Sara Francis, James Gardner, Bruce Quaglia, Mitchell Bodily, Mary Ann Drescher, Gage Williams, Marcella Pereda, Penny Caywood.

1. **Call to Order:**
The meeting is called to order at 3:04 pm. A motion is made to approve the minutes and it seconded. There are no corrections and the minutes are approved.
2. **Approval of Minutes:**
From February 7, 2014 Meeting
3. **Request for New Business:**
Dean Tymas-Jones opens the floor for any new business that the Council would like to add to the agenda. No one has anything to add.
4. **Consent Calendar:**
N/A
5. **Dean's Report:**
 - **Procedure for Empty Lines in the College**
Dean Tymas-Jones says that one of the things that he is going to talk about is procedure for vacant faculty lines. This is an idea that he would like to throw out to the Council. We will need time for discussion to occur, but this is something that he would like the Council to consider in the Fall. Heretofore, when a faculty position has been vacated (by retirement or resignation) the department where the faculty line has existed generally put in a request for the line to be reallocated to the department. There is a policy in place that says that all tenure-line faculty positions in the College come under the purview of the Dean's Office. So once a line becomes vacant, the line comes back to the Dean's Office and becomes neutral. Then the department can then submit an application to have the line reallocated. We have a printed policy that states the policy for that to happen. One of the things that the Dean wanted to bring to the Council for consideration at a later date is, is that the only/best way for the lines to be reallocated? Most often that line goes back to the department to replace the same things. There is not discussion across the college about need. Because the position has been in a unit, it typically stays there, no matter what the enrollment is. We never as a College get a chance to look at whether the landscape of the College has changed. The department that has had the line, do their enrollments require the line? The enrollments are not the only consideration, but they have to be a part of it. One thing that he has been thinking about is when the money comes back to the College for a tenure-line—what about opening it up to the entire College to make application for the money? This would be a new procedure. But it lets us look at the needs of the department. It even opens up the opportunity for the departments to change focus. They might have grown in another area where the line would be more useful. It could go from

one program to another, even within the same department. And you know who makes the final decision according to the current plan? The Dean. And he is interested in sharing that governance and setting up an opportunity for members of the faculty to come together and make a recommendation to him. It pivots on the collected wisdom of the faculty. So he would like for this to become a part of a discussion this coming Fall. Specifically to look at, are we giving ourselves opportunities to utilize the resources we have in the most prudent and effective way for what we have available? And he thinks it is better for the College if it's not just the Dean making that choice.

Question from a member of the Council—is this responding to a problem that has been surfacing? No, the Dean got the idea from Ruth Watkins. She has been making an effort to be more transparent. And the Dean wants to do the same. According to the current policy he could take the line and give it to a different department, but he hasn't really ever done that. But it puts a lot of onus on one person. When a line is open, that is a really precious asset that could change the dynamic of the College.

A member of the Council asks if this only happens under the circumstance of a retirement/resignation, or would it take affect with a negative tenure decision? Because that could affect what tenure decisions are made.

The Dean says yes, that might affect it. But sooner or later they're going to vacate the line, so that will happen. The Dean isn't asking you to agree with him, he would just like this debated by the Council. We wants to put our resources where they are most needed. He would also like to petition the VPAA for new academic lines. The idea is to show the upper administration that we are being good stewards of what we have while we are petitioning for more.

A Council Member asks if we are discussing whether to do this or not? The Dean says that we would be discussing whether or not this is a good process for our current policy.

The same Council Member asks for clarification. The Dean says he is asking this group to judge whether this is a prudent and effective process. If it is, then we would put a committee to do the work. It wouldn't be done by the Council.

A different member of the Council clarifies that it is not a change in policy, it's just a change in procedure? The Dean says yes. This is a change to be a more active way in which we do this. What this does do is really puts the decision making in a shared relationship between the faculty and the Dean. So if he has a certain proclivity (say he doesn't like classical music) then he could be arbitrary in his decision, but if it is a shared decision, it protects the integrity of the process, and it's not just one person making the choice. So that is the intent of it all.

The previous member of the Council says that she understands the idea of sharing, but then we could be, in terms of scope it could be a smaller group or larger group, or it could be the chairs sharing the decision. So the whole decision could lead to good or bad. The Dean says that it could, and in the Fall you can argue that it might not be good. The Dean is saying that he would like to bring it back to you to decide. He is saying that he would like this body to be participating on this. And the reason the Executive Committee isn't good to make this decision, because the Chairs have the responsibility to argue for their individual departments.

A Council Memeber says that it would naturally affect the faculty, but it wouldn't have a lingering affect on the Executive Committee. It would be hard to imagine that it would be negative that way.

Dean Tymas-Jones says that we tried this with the equipment budget, and the faculty found a way to prioritize the equipment needs and not their own individual department needs. Whether it can happen to this degree is debatable.

A Council Member asks if statistical factors like enrollment growth would be weighted in this decision? The Dean says yes.

Dean Tymas-Jones says that he would like to go to the SVPA and say we are willing to make hard decisions and we want her to help--instead of saying that we're not willing to make those hard decisions. The indicators are that Ruth will look to see how the College is willing to participate.

The Dean continues and says that we are going to do the Morales Fellows search again. Our three Fellows' terms end at the end of this semester. They have been a wonderful addition, but the fellowship is a two-year appointment. So the coming year will be a second round of Morales Fellows. Because Sarah Projansky is now serving as the Associate Dean and the Film & Media Arts department is down one faculty member, during this round, one of the Fellows will be in the Department of Film & Media Arts. The other one is up for grabs in areas of needs. We're hoping to get the advertisement out in the next three weeks. And hopefully we'll be as lucky as we were previously.

- **Academic Analytics**

Dean Tymas-Jones says that this year, as all of you know, the budgeting process has changed. We have a new SVPA, and she is implementing a new process in terms of how the budget process will work. The Dean is sorry that there aren't more faculty here, because this is specifically for them. But one of the things that she is doing with the budget is the involvement of Academic Analytics (AA). The mission of AA is to provide objective data that leaders can use to make strategic decisions and to provide benchmarks. What AA does is collect data on the research of the faculty (primarily in PhD programs) and they compare it to like academic units across the country.

The Dean says that in our Deans Meeting, we discovered that this process, this method of comparing the research of the faculty in the CFA is inadequate. The categories that AA use to measure the faculty is peer reviewed articles, books, citations, and awards, and as the Dean just said, it fails our faculty--because this method doesn't measure creative research. So in terms of Ballet, the current faculty are not engaged in writing peer-reviewed articles or books, so the research of our Dance faculty would show up as 0--because the preponderance of our faculty is much greater in the faculty who are doing creative research is much greater than the scholarly research. In our budget hearings, we are required to show up showing how our faculty rates in terms of AA. So what we have done is go farther to show the SVPA that AA doesn't serve our faculty. If we look at strictly academic units, the data doesn't look as good. When we measure ourselves against hybrid programs we look better. However, it is not a good fit. The Dean shows a graph that displays the Art & Art History faculty. This is based on only 24% of our faculty. The grey is national data, and the different colors reflect how we measure. We look pretty good compared to Performing & Visual Arts, Various. But if you compare it to Art History & Criticism, we don't look as well. So this is not a sure-fire means for the CFA to look well. And if the SVPA is going to make decisions on resource allocation, we're not going to come out looking well. So what we have done is we went to the FAR and we pulled the data from the FAR from 2009 to 2013. We are not doing a comparison, because we don't have that data. All we are doing is showing the data that reflects the Art & Art History research that is applicable to 76% of our faculty. The 24% of our faculty that is reflected by AA, but the rest isn't. So this information shows the number of activities they are engaged in. So in 2009, we had more than 60 publicly disseminated creative works in that department. Then there was a dip in 2012 and it's on its way back up. All we intend to do is show the institution the level of work that is happening in each individual department. So this is comparative to counting what work is done, and this is comparative to citations, as if they were reviewed. So more than 60% initially, and then it increased. It shows the percentage of creative faculty that had their work reviewed, and this is the exposure of review per creative faculty member. This isn't perfect. This is a graph of numbers. We have done this for all the departments. So if you're not filling out your FAR, you're not doing well for your department. The last slide says that the use of FAR data is limited, but because AA fails to provide comprehensive data relevant to the FA, it is necessary for the CFA to represent our creative faculty's research in the best way possible. So the Dean wants everyone to know that this is being required, it's not up for debate, so since it is, we've decided to pull the data from our FAR and report it out in graph form.

A member of the Council says he doesn't understand if this is aggregated per department? Yes. So if there was an artist/scholar it would be in both graphs? Yes.

The Dean says we just wanted you to be aware of the fact that we have to do this. We still don't know how this data will be used. He's already argued with the AA folks to say this process isn't indicative of the Arts. And we're hoping that since we're taking such bold steps with this, that AA will begin to make changes.

6. Dean's Staff Reports:

- SAC Transition/Introductions (Assistant Dean Leckie)

Liz says that she wanted to make sure that everyone on the Council knew that the current SAC chairs are completing their terms, and they have done an excellent job this year. Also, the other thing that they've done that is commendable, is that they have already ensured that we have a full SAC for next year. Both grad and undergrad have done the work to make sure that the SACs will be good in the Fall. Liz reads the roster of new SAC reps so that everyone will know who they are.

- Budget Initiatives (Assistant Dean Hovsepan)

Karineh says that this is a quick report to everyone about our budget proposal for this year. It is due on Tuesday, and then the Dean & she will meet with Dr. Watkins and a group of individuals from across campus. We are putting forward two major budget proposals this year. One is for a substantial increase in TA funding. This is because the overall budget model is that we get base funding for full-time faculty and full-time staff, and that's it. On top of that, we get productivity funding that is based on a formula. But it's very volatile, and that has to pay for everything except full-time salaries. During the budget cuts we lost virtually all other funding. And that leads us to fund our graduate base with our productivity funding. The second proposal is for an increase in faculty salaries. Our faculty salaries are about 77% of our peer institutions. That makes severe issues for faculty morale, retention, recruitment, and replacement. So that is a substantial number, and we presented last year that we would divide our request up over the next five years. So we're hoping that in the next five years we can meet the peer institution average. On top of that, we asked for proposals from our chairs who requested faculty lines, and we are including those, as well.

A department Chair asks when we might hear back about this? Karineh says that in past years we have heard by end of May. Last year it was very late. We can assume that we can hear back by end of May. The Chair asks if we should hold off on letting anyone know about salaries at this point? Karineh says yes. We do know about the 1.25% COLA. But we don't know about anything else. The process under VP Pershing was kind of ad hoc, and now that has changed, so we're a little uncertain. Dr. Watkins has changed it to be more equitable and transparent. She wants everyone to ask during the budget cycle and equally compared against each other. Karineh asks if there are any questions? There are none.

- CFA Brand & Studio Magazine (Marina Gomberg)

Marina says that she has had a chance to meet most of you. She is the PR & Communications Manager for the CFA, and over the past 6 months or so, they engaged in a process to see what things are the strongest in the College in terms of recruiting students and cultivating donors. And this can help you as you are thinking about your own units.

The first thing that was done in the process, was we hired an agency downtown, and we looked at to whom we are talking. The agency did phone interviews with key stakeholders to gauge their perceptions. Then the agency looked at some of our competitors. What attributes are they promoting? Where are the areas that we are the only institution doing a particular thing? Then they met with the Executive Committee and incorporated in the results of a student survey. One of the questions asked of the students was: what are 3 words that describe the College? And it was interesting to see the things that they said. In taking all of that information, we realized that a lot of our assumptions are correct. One of the things that students wanted emphasized is that students wanted a ticket into a graceful

entrance into the workforce. They also found out that location and affordability are huge. Also, because we are attracting out of state students--the faculty are a huge driver. Their reputations are a huge driver in recruitment. Also, the power of interdisciplinarity and the benefits of creativity are important to them. This is also important to parents, the Legislature, and the University at large. Also, we found out that cohesion benefits us all. So this all came down to the messaging, which is: *Find your voice. Fuel your passion. Ignite your future. The U of U CFA faculty and programs challenge, immerse and ultimately prepare the committed student for a rewarding career in the arts.* We also have support messages to go along with these. Challenging, Immersive, Career-oriented, and Rewarding. Then it goes out and breaks out the messaging by audience. Marina is happy to send you a 3-page handout if you're interested in seeing it.

Marina asks if there are any questions? There are none.

Marina says that she also wanted to touch base really quickly on the Studio Magazine. The most recent edition is now out, and she's interested to hear, as we're planning for next year, your feedback. So if you have any feedback, please let her know.

Dean Tymas-Jones asks if there is anyone who hasn't seen it? No.

A member of the Council says that one of the former grad students is designing a similar magazine, and has called us to find out what paper we used because he loved it so much.

7. Special Committee Reports:
N/A

8. Notice of Intent:

- Ad Hoc Committee for Teaching Portfolios

Dean Tymas-Jones says that he doesn't know a lot about this, but it is under Sarah's portfolio, and since she is not here, we will discuss it at the next meeting.

9. Debate Calendar:

- Updates to College Charter

Dean Tymas-Jones says that we have a few updates to the College Charter to discuss today. For those who need a copy, he hands them out. We're replacing the nomenclature for career-line faculty, instead of the previous "auxiliary faculty." We also changed some of the language to clarify which Associate Dean is being referred to. Some of the language has been changed for the standing committees. The Academic Appeals Committee language has changed slightly. Also, the Associate Dean for Faculty & Academic Affairs will chair if an undergrad is appealing, and the Assistant Dean for Undergraduate Affairs will chair if it is a grad student. The reason there is a switch in this regard is so that if the appeal has to do with an undergraduate student, the undergrad would have previously had a conversation with Dr. Leckie, so this allows for the Deans to assist the students in preparing for the appeal.

Another change is to the FAF Grants funding committee. Another change is to provide clarification to the FAC, and then adding some clarification language.

The Dean makes a motion that the changes be adopted. It is seconded. There is no discussion. It is unanimous in favor of the changes.

10. Information Calendar:

Dean Tymas-Jones says that he wants to recognize one of the University's newest Distinguished Professors, Ellen Bromberg. And he wants to also recognize the newest recipient of the Distinguished Innovation and Impact Award—Kim Martinez. Also, Juan Carlos Claudio was recently recognized by the Bennion Center for community service and engaged learning.

The Dean thanks everyone for their work this past year. We're expanding, and every time we get together we have new ideas. He welcomes our newest members and hopes that you will find it enjoyable next year.

11. Adjournment:

The meeting is adjourned at 4:08 pm.