HEADSUP
STEERING COMMITTEE
MINUTES
2019.09.07 - 15:29

meeting date 2019.09.05-10:00
duration brought to order: 10:07; closed: 11:57
by Robert Miller, Executive Director
copy Steering Committee members
Asya Roberts -> HeadsUp webpage
members attending Blakely, Colin
Erstad, Brian
Fortna, Ben
Koprowski, John
Ulmer, Doug
ex officio attending Miller, Robert
Kraft, Monica
Muramoto, Myra
Reid, Edward
absent
late 10:10-11:40: Denno, Linda
10:40-end: Romerio, Andrea
quorum 9 members; quorum = 5 votes; present: 5-6; quorum present: yes
page 1 of 4

As a result of this meeting, the following decisions were made:

1.0 PREVIOUS MEETING
The minutes of the 2019.08.01 meeting were approved as circulated.

2.0 HEADSUP

2.1 programming

2.1.1 Fall Forum The Steering Committee reviewed the Fall Forum; no proposed
to change the format for future sessions were suggested.

2.1.2 Fall Workshop Planning status for the Fall workshop is complete and endorsed by the
Committee:

2019 HeadsUP Fall Workshop: ROLLOUTS
17 OCT | 11:00 am-1:00 pm
Silver & Sage, Old Main

STRATEGIC PLAN: Jane Hunter, VP for Strategic Initiatives
THE NEW GENED: Elliott Cheu, Gail Burd
UCAP: Jan Myers, HR Director of Compensation
HR CHANGES: Helena Rodrigues, Interim, Chief Human Resources
Officer (CHRO)
RDI: Kim Patten, Director RDS
Office of Instruction and Assessment: Lisa Elfring, Associate Vice
Provost OIA
Romero will not be able to attend and her closing report will be
replaced.

2.1.3 Spring Forum The Committee instructed Miller to develop the Spring Forum with
these topics:

.1 MICRO-CAMPUS PROGRAM; HOW TO DEVELOP PROPOSALS
Presentation of the program; case studies of successful and non-
successful programs; hard-hitting questions.
.2 UA BUDGET MODEL
Rumored changes to RCM and subvention (based on a) Folks statement to Deans to disregard “lines”; b) memo to business managers forecasting performance based changes related to Strategic Plan (retention, graduation rates); move to a “total RCM” model including summer school and Arizona Online.

.3 CAREER-TRACK APPOINTMENTS (POSSIBLE MOVE TO SPRING WORKSHOP)
Lots of misunderstanding about this appointment type.

2.2 communications
The Steering Committee agreed that Miller’s Digest distribution should go only to the Committee, so as not to have to curate the report and to avoid stirring up reactionary Heads.

2.3 provost
In response to the Provost’s call for streamlining proposals, the Committee reviewed the following:

2.3.1 not need provost approval
- **approved**: Appointments and promotions for career-track faculty (including offer letters).
- **approved**: multi-year contracts for career-track faculty.
- **approved**: Emeritus requests (with right of refusal from Provost’s office).
- **opposed**: tenure Clock Stop requests
- **opposed**: Retroactive payment of faculty for three months or less (intention unclear).
- **approved**: Pre-Hire approval and negotiation/on-boarding process. Remove the provost review/approval from the pre-hire process for new T/TE faculty so they can establish UA email and netid (so they can begin collaborating with other faculty and submit proposals before their official hire date). This pre-hire is processed via designated campus colleague (DCC). This DCC transaction requires the same entire packet that we again have to submit when we process the official hire, so for each new faculty member, two transactions are submitted for review and approval by College, Provost, and HR. It would be great to remove the Provost from reviewing the pre-hire DCC transactions as it adds 4-5 days and delays the transactions. And, it would be great if the institution can figure out a way to flip a switch from those on pre-hire status to hired without having to submit a whole new transaction. Eliminate Provost approval of hire letters if based on approved template; make template more compelling and solicitous. Improve the Recruitment Proposal Offer (RPO) system, the tool departments use to generate offers for T/TE and C/CE faculty positions. RPO is not only clunky by highly inefficient.
- **approved**: Provost approval for expenditure of Foundation funds.

2.3.2 other
- **approved**: stop sponsored projects oversight of community engagement:
  Contracts for services provided in the community are being processed through sponsored projects, rather than simply as contracts. This means they go through pre-award processes that in most cases do not apply. For example, the service provider is designated a PI (even though it is not an investigation); there is an expected ICR at the typical rate of an externally funded grant; each contract prompts a
new account when they could easily be processed through an existing single auxiliary account.
The current procedures through sponsored projects are incredibly slow and cumbersome, which has caused some opportunities to be lost. These should simply be contracts (“fee for service”) and should use a standard auxiliary account.

- **approved**: Streamline the process of getting courses and degrees approved. Develop simple, clear, equitable system for determining who has authority of course subjects and key curricular words.

- **approved**: Annual Performance Reviews.
The time invested vs. value gained from the current APR process is hugely wasteful. Tenured faculty who have been teaching successfully for over ten years do not need a review every year. Tying APRs to merit pay incentives faculty to fight over their reviews, rather than make them a reflective soul-search exercise. Revise the system.

- **approved**: Room and Course Scheduling: The current campus system for reserving rooms is inefficient and ineffective.
  > Room reservations must be booked too far in advance.
  > Requests cannot be made for specific rooms, only room types.
  > The online portal shows what was available hours or days prior; because the room commitment is done manually, it is always out of date.
  > Difficult to book rooms for limited-use rather than whole course bookings.

### 3.0 HEADSNETWORK

- **3.1 budget**  Miller reported on the new HeadsNETWORK budget authorized by the Provost and in-progress changes to develop the permanent NewHEADS programming (attached).

- **3.2 listserves**  Miller reported on the ongoing effort to get Heads with less than 10 FTE-reports to self-select into HeadsUP.

### 4.0 NEWHEADS+MENTORING

Miller reported on the NewHEADS self-assessment, mentor matching, and programming (attached).

### 5.0 STEERING COMMITTEE
The Committee discussed the size of its membership and how to handle changing status of its members while serving.

- **approved**: The Committee approved the proposed changes to its Operational Guidelines, Draft: 2019.09.07, attached.

- **approved**: The Committee determined that the proposed changes were not “significant” and could be voted on by the Steering Committee rather than the entire HeadsUP organization. Miller will arrange a digital ballot.

### 6.0 NEW BUSINESS

- **6.1 Deans’ Council**  Romero reported on her briefing to the Deans’ Council (attached).

- **6.2 SPFI**  Romero reported that the Strategic Priorities Faculty Initiative (SPFI) was funded and would make awards monthly.

- **6.3 search**  Romero reported on upcoming search committee trainings.
7.0 FOLLOW-THROUGH  Tasks will be handled as indicated; incomplete tasks from past meetings are not repeated here. Where applicable, numbers below refer to paragraph numbers above.

   all  BY 10/3: review minutes.

   Miller  BY 9/9: Circulate draft of recommendations to Provost for final review by Steering Committee.

   BY 9/9: Create poll on revised Operational Guidelines.

   BY 10/3: Replace Romero on Fall Workshop.

   BY 10/3: Plan Spring Forum and arrange presenters.

END OF MINUTES

If these MINUTES contain information that does not accurately reflect your understanding of issues or events covered, please advise sender in writing.
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<thead>
<tr>
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<th>First</th>
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<th>Job Title</th>
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<th>6-Sep</th>
<th>completed</th>
<th>Self-assessment</th>
<th>reminded to complete assessment</th>
<th>mentor assigned</th>
<th>attendance</th>
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<td>Andrew</td>
<td>Belser</td>
<td>Director</td>
<td>School of Theatre, Film &amp; Festival</td>
<td>College of Fine Arts</td>
<td><a href="mailto:awbelser@email.arizona.edu">awbelser@email.arizona.edu</a></td>
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<td>Brown</td>
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<td>Black</td>
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<td>Center for Creative Photography</td>
<td>College of Fine Arts</td>
<td><a href="mailto:brennan@email.arizona.edu">brennan@email.arizona.edu</a></td>
<td>5-Sep</td>
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<td>Durham</td>
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<td>College of Medicine-Tucson</td>
<td></td>
<td><a href="mailto:durham@email.arizona.edu">durham@email.arizona.edu</a></td>
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<td>Sabin</td>
<td>Department Head</td>
<td>American Indian Studies</td>
<td>College of Social &amp; Behavioral Sciences</td>
<td><a href="mailto:sabin@email.arizona.edu">sabin@email.arizona.edu</a></td>
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<tr>
<td>Mr.</td>
<td>Chad</td>
<td>Herzog</td>
<td>Executive Director</td>
<td>UA-Presents</td>
<td>College of Fine Arts</td>
<td><a href="mailto:chadherzog@email.arizona.edu">chadherzog@email.arizona.edu</a></td>
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<tr>
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<td>Liverman</td>
<td>Director &amp; Regents' Professor</td>
<td>School of Geography &amp; Development</td>
<td>College of Social &amp; Behavioral Sciences</td>
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<td>Veronica</td>
<td>Reyes-Escudero</td>
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<td>Special Collections</td>
<td>University Libraries</td>
<td><a href="mailto:reyesv@email.arizona.edu">reyesv@email.arizona.edu</a></td>
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<td>Andrea</td>
<td>Sanov</td>
<td>Interim Department Head</td>
<td>Department of Chemistry &amp; Biochemistry</td>
<td>College of Science</td>
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<td>Director, Family and Consumer Sciences</td>
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<td>Rex</td>
<td>Woods</td>
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<td>Jiang</td>
<td>Wu</td>
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<td>College of Humanities</td>
<td><a href="mailto:jwang@email.arizona.edu">jwang@email.arizona.edu</a></td>
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### UA HeadsNETWORK development budget

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<th>HeadsUP</th>
<th>YEAR 1: bridge old HeadsUP to HeadsNETWORK</th>
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<tr>
<td>executive director—1 course buy-out + stipend</td>
<td>$10,000</td>
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<td>Fora (1/2 day)</td>
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<td>program development</td>
<td>modules: 10-minute video production</td>
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<td>9</td>
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<td>module: interactive web interface</td>
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<td>program delivery</td>
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<td>18</td>
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<td>subtotal NewHEADS</td>
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<tr>
<th>HeadsMENTORING</th>
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<td>executive director or experienced head—1 course buy-out</td>
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<td>University-level Heads Award—production</td>
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<tr>
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| total HeadsNETWORK | $89,721 | committed: | $61,015 |
|-------------------|---------|-------------|
| balance | $28,707 |
**PURPOSE**

The purpose of the HeadsNETWORK Steering Committee is to represent, nurture, and develop the community of department heads and directors (hereafter, “Heads”) at the University of Arizona. Heads shall be defined as UA employees with administrative appointments at a departmental, institute, program, or sub-college level with responsibility for three or more of the following:

- oversight of 10 or more FTE;
- budget the financial resources of a unit;
- assign faculty or staff workloads and conduct performance assessment;
- oversight of curricula or accountable for accreditation standards;
- student recruiting, retention, or performance;
- maintenance of, or management under, shared governance and bylaws; and
- maintains relations between a unit and the University, a profession, or into a community.

**RESPONSIBILITIES**

- INTERFACE: to serve as an interface between Heads and the University’s upper administration;
- UNIVERSITY FUNCTIONS: to contribute to the effective and inspired operation of the University from a Head’s perspective;
- HEADS PROGRAMMING: host quality programming (including one annual retreat and periodic luncheons or meetings) on topics of common or vital interest to Heads;
- COMMUNICATION: to facilitate networking and communications among Heads;
- PROFESSIONAL DEVELOPMENT: to support the development of Heads’ skills and expertise; and
- SURVEY: design and conduct surveys for the purpose of ascertaining Heads’ perspective on current issues.

**ORGANIZATION**

The Steering Committee oversees the HeadsNETWORK, which is comprised of four program areas:

- HeadsUP: The purpose of HeadsUP is to represent and advocate for Heads at the University. HeadsUP members include Heads; Affiliate members include Heads’ support staff, administrators with interest in the work of Heads, and persons interested in developing an administrative career.
- HeadsMENTORING: The purpose of HeadsMENTORING is to create a culture of career support between Heads at different career stages.
- NewHEADS: The purpose of NewHEADS is to nurture and train Heads in the first of their headship.
- HeadsED: The purpose of HeadsED is to nurture and develop Heads’ administrative abilities throughout their headships.

**MEMBERSHIP**

Membership on the Steering Committee will be comprised of 9 to 12 current Heads from a cross-section of units, representing the diversity of academic and cultural interests at the University. Chairs of graduate interdisciplinary programs (GIDPs) are eligible.

Members are expected to actively participate. In cases of sabbatical or extended absence, the Steering Committee may elect a proxy or replacement. If membership drops below 9, the Steering Committee may appoint replacements to serve until the next election cycle.

A quorum shall consist of more than 50% of eligible voters; all decisions shall be by simple majority unless noted.

The Vice Provost for Faculty Affairs serves ex officio, does not have a vote, and may not hold office. Ex Officio members, including the past-Chair, are not included in the 9 to 12 member count.

The Executive Director shall Chair the Steering Committee, does not have a vote except in cases of a tie, and is not included in the 9 to 12 member count.
Term: Three years from 1 May-30 April; staggered; renewable; approximately 1/3 of members should initiate staggered terms each year. The Executive Director may schedule reduced-term positions for election to achieve this goal.

Replacement: A member whose appointment or status as a Head is voided may continue to serve out the time until the next election cycle upon vote of the remainder of the Steering Committee.

Elections:
by April 1: A roster of candidates shall be solicited from all Heads. Candidates must indicate their willingness to serve.
by May 1: The Steering Committee shall elect new members by simple majority in secret ballot. Candidates for renewal shall be subject to the same process.

EXECUTIVE DIRECTOR
HeadsUp will be represented by an Executive Director who will chair the Steering Committee.
Responsibilities:
- STEERING COMMITTEE: Organize, schedule, and execute Steering Committee meetings and activities in order to accomplish the Steering Committee’s Purpose, with appropriate agenda and minutes; communicate outcomes of Steering Committee activities to all Heads.
- REPRESENT: Represent Heads to the University, including regular attendance at Provost’s Council, other standing and ad hoc University committees as appropriate, and university functions where HeadsUp representation is appropriate.
- HEADSUP: Support the Steering Committee in planning and delivering HeadsUp programming.
- NEW-HEADS: Prepare with the Vice Provost for Faculty Affairs, the Steering Committee, and other relevant experts the annual New-Heads development program.
- HEADS EXPERTISE: Work with the UA administration and the Steering Committee to develop training for Heads, including online resources, in-person programs, and a Heads mentoring program.

In case of absence, the Executive Director may appoint member of the Steering Committee as proxy.

Eligibility: Minimum one-term on the Steering Committee, preferably within the last five years, and relevant experience as a Head.
Appointment: Nominated by the Steering Committee; appointed by and under contract with the Provost.
Term: Two-year term, renewable after performance review by a subcommittee (comprised of three Steering Committee members, who shall elect their own chair), nomination by the full Steering Committee, and reappointment by the Provost.

Election:
by April 1: A roster of candidates shall be solicited from the Steering Committee. Candidates must indicate their willingness to serve.
by May 1: The Steering Committee shall elect the new Executive Director and a runner-up by 2/3 majority in secret ballot. All Steering Committee members must vote; digital and absentee ballots are allowable. In the event that a top or runner-up candidate receives less than 2/3 of the votes, the top two candidates shall run in a second ballot. Candidates for renewal shall be subject to the same process.
If the top candidate is not acceptable to the Provost, the runner-up shall be advanced. If that candidate is not acceptable, the process shall be repeated as quickly as possible.

MEETINGS of the Steering Committee
Regular meetings of the Steering Committee shall be called by the Executive Director. Special meetings may be called by the Executive Director, the Vice Provost for Faculty Affairs, or at least three members of the Steering Committee. All meetings require an agenda circulated with at least three days’ notice.
Attendance: Meetings are open only to Members of the Steering Committee and invited guests. Meetings may be attended in person or remotely. Business may be conducted between meetings by electronic poll.

Executive Session: Upon the request of at least three Members, the Steering Committee may go into Executive Session at which the Executive Director, Vice Provost for Faculty Affairs, and invited guests must exit. The first order of business shall be the election of a chair.

Notification: Business requiring adoption by the Steering Committee shall be posted for a minimum of one week, unless the Committee specifically grants a shorter response time.

REVISIONS

Significant changes to these Guidelines shall be offered to all Heads for ratification (by digital vote) by simple majority of those responding within 15 days. The Steering Committee shall determine if a change is significant.

All changes to these Guidelines shall be ratified by 2/3 majority of the Steering Committee, all members given 10 business days to vote. Members who fail to vote within that period shall not be counted in the vote or against the quorum.

Commented [MRJ–(2)]: Change since the meeting: for process clarification.

Deleted: ing

Commented [MRJ–(3)]: Change since the meeting: to incorporate the discussion about members who fail to vote.