

Strengthening Faculty Implementation Task Force

Background:

Term	Total Enrolled
Fall 2010	4,335
Spring 2011	4,188
Fall 2011	4,424
Spring 2012	4,111
Fall 2012	4,382
Spring 2013	4,211
Fall 2013	4,352
Spring 2014	4,203
Fall 2014	4,570
Spring 2015	4,255
Fall 2015	4,433
Spring 2016	4,161
Fall 2016	4,542
Spring 2017	4,302
Fall 2017	5,173
Spring 2018	4,715
Fall 2018	5,259
Spring 2019	4,898
Fall 2019	5,142
Spring 2020	4,871
Fall 2020	5,078
Spring 2021	4,478
Fall 2021	4,391

The academic leadership of the College is united in providing quality service to our students, which includes supporting the faculty. The commitment to excellence requires a collective effort to operate within the constraints that promote and support the fiscal stability of the institution. In the spirit of this mutual interest, openness and transparency, the administration will continue to work with the faculty, guided by sound fiscal practice, and in accordance with the [Strategic Plan 2018-23 \(SP\)](#) (e.g., SP Goal 2: Promote Academic Excellence) and the [Institutional Priorities 2022-23 \(IP\)](#) to systematically address the principal concerns of the faculty around fairness, equity and the advancement of the culture of excellence.

Accordingly, as the College has experienced considerable changes in its overall enrollment (see table) and other revenue-generating streams, the collective strategy that advances the culture of excellence must ***Strengthen Institutional Effectiveness (SP Goal 4) and Improve Institutional***

Capacity (IP). In the current SP, Goal 1B (Strategy 3) included an enrollment target of 5,400 by Fall 2022.

In light of the present circumstances, the administration is determined to prioritize its support for the current faculty of the College. To that end, this task force offers a timely, good faith effort, and some means to begin the process to address the aforementioned institutional priorities. It is understood that the task force will ultimately operate in collaboration with the Presidential Committee for the Faculty Experience, and as such will convene “as needed”, honed on a set of specific priorities as determined by the group and the related faculty and administrative constituencies, in accordance with the charge.

Strengthening Faculty Implementation Task Force (Charge and Membership)

Priority 1: Strengthen and address the needs of our current faculty.

- 1. Implementation Task Force to Address Faculty Concerns.** Group to implement the work of the Fulltime Faculty Task Force (FTFTF). This Task Force will include representation from the Faculty Experience Committee. It will provide recommendations to the Provost (Academic Affairs) and the Faculty Experience Committee (to advance and inform some of the work of that committee). It is anticipated that this task force will complete its work by **June 3, 2022**.

Charge:

The task force will actively consult with the respective bodies comprised of faculty (Schools of Arts & Sciences, Business, Education and Professional Studies), and other pertinent campus constituencies prior to finalizing its recommendations.

1. Recommend criteria (metrics) to assist Provost to vet requests and streamline review and approval process for faculty hires within prevailing budgetary conditions
 - o **Goal:** to improve equity and transparency in the hiring process
 - o **Goal:** to ensure competitive and timely recruitments that support and align with Institutional Priorities (i.e., Strengthen Infrastructure, Improve Capacity, Innovate Transformative Programs, Advance a Culture of Excellence);
2. Recommend and assist in developing procedures to address outstanding systemic inequity and merit concerns that are not adequately redressed by existing institutional mechanisms
 - o **Goal:** to give timely attention to the Institutional Priority to ***Strengthen the College Infrastructure to improve the wellbeing and growth of OW community members. (Itemized considerations include: deferred actions to address chairs compensation, adjunct faculty academic rankings, lecturer advancement, use of visiting lines, and redress for faculty experiencing severe compression and/or other merit-based concerns);***
3. Recommend time sequencing and priorities related to items 1 and 2 of this charge. These recommendations should align with sustainable resource allocation practices that meet institutional needs.

- **Goal:** to ensure that Infrastructural needs are met in a way that Improves Capacity (fiscal management & financial stability)

2. Implementation Task Force suggested membership

The faculty selection process to include representation from the various governance committees, schools and UUP. Governance will make every effort to select faculty who are able to represent two representative groups where possible.

TBD Faculty*(elected out of the faculty cohort) (co-chair);

TBD Faculty Governance Representative (probably a member of the EC)

ARPT Representative – Jill Crocker

TBD PRODiG Representative – Deepa Jani

TBD CAP Representative

UUP Representative – Peter Ikeler

FRRC Representative – Alireza Ebrahimi

TBD Faculty Representative (at large, volunteer)

2 SOE Faculty Representatives (if not already represented through governance)

2 SOB Faculty Representatives (if not already represented through governance)

SPS Faculty Representative (if not already represented through governance)

- Maureen Keefe

Barbara Hillery, Associate Provost (co-chair)

Jo-Ann Robinson (EVP/COS, Faculty Experience Committee);

Lillian Colella (HR Associate);

Michael Kavic (Assistant Provost);

Pat Lettini (B & F/SAVP);

Rachel Littenberg (Transfer Services/Student Success);

Usama Shaikh (CDO, Faculty Experience Committee)