

## MEETING MINUTES

UNIVERSITY OF WISCONSIN-Milwaukee  
2030 Implementation Team – Research Group  
December 17, 2020 at 3:00 pm to 4:30 pm  
Held as a virtual Teams Live Meeting

Attendees: Mark Harris, Andrew Graettinger, Kathleen Koch, Prasenjit Guptasarma, James Peoples, Scott Gronert (Guest, Dean of College of Letters and Science), Jennifer Gutzman, Nigel Rothfels, Devarajan Venugopalan (Guest – Associate Chancellor of Academic Affairs) Akke Neel Talsma, Kim Lacking Quinn, and Ana Gonzalez

1. Call to order (2:57pm) – Mark

2. Announcements

- a. Mark had the monthly meeting with the Chancellor and Provost about the progress of the 2030 work.

3. Automatic Consent

- a. Approval of the minutes of the Dec. 11, 2020 meeting

4. UWM's Research Workforce

- a. Quick review of ideas from past team discussions

A. Dev Venugopalan

- Current workload policy remains a major obstacle to developing a more flexible workload policy. It is basically a “one size fits all” with 50% teaching (2 courses/semester), 25% research, and 25% service. This does not match actual distribution.
- Supervision of graduate students does not fit well – usually just included in the research activity.
- Need to shift to a more holistic view of faculty contributions; metrics to capture/acknowledge variability. Differences in teaching are not “punishment” but different ways to contribute.
- Changing the workload policy would require Faculty Senate action.
- Change the language/concept from “Workload” to “Contribution”
- Tenure and Post-Tenure Review – will have more dynamic process in the next couple of years.

B. Scott Gronert

- L&S developed a metric-based scheme that included graduate student supervision. Not perfect but illustrated differences among units. Goal is to provide more flexibility.
- Teaching and Research Professor titles give more flexibility in matching roles to individuals

- There is a “fault line” between academic staff and faculty
  - Academic staff have no flexibility; different expectations
- Will need departments to figure out best configuration for their situation
- Order of magnitude: current workload policy suggests L&S spends \$7M on service time (25% of faculty time). Not actual time/effort allocation but illustrates the scale of the nominal investment.

### C. Discussion

- Flexible Faculty Workload/Contributions
  - Metrics
    - Help capture the actual contributions (and variations) across the university
    - Appropriate metrics will vary across units
  - Basic points
    - How time is spent to contribute across teaching, research and service
    - Need to cover certain courses within a unit
    - Essentially: given the workforce and academic program, how does array work?
    - Contributions will not be the same throughout a career
  - Complexities/issues
    - Variations within and between departments (time need to supervise lab work)
    - Level of research support varies, impacting productivity
- Academic Staff also in this consideration of workforce
  - Currently teach over half the student credit hours at UWM (~55%). This teaching load allows faculty to teach upper division courses and conduct research
  - Also have service skills that are under-utilized since blocked from some duties
  - Requests for more long-term teaching academic staff positions are unusual
    - Faculty see this as giving up a faculty line, but the goal is to free up research time
    - Not well understood on campus
  - Need to value these contributions
- Ideas for actions
  - Use metric-based contributions to allow flexible and varied contributions
    - Service component really looks suspect; does not reflect variations over time
    - Use appropriate matrix to redistribute work assignments; identify high contributors and those who could take on additional duties
  - Revise workload policy
    - Drop the “standard workload” language to allow flexibility
    - Use principles that there are different ways to contribute to the university, and that these will vary among individuals and through a career.

- Discussions will be difficult
- Cultural
  - Distribution of effort is the real point here; not everyone has the same profile
  - Consider that retaining one student for one-year yields \$10k
  - Teaching positions solely to teach have value
  - Need to value different contributions made by both faculty and staff
  - Academic staff contributions undervalued
    - Pay, stability of position
    - Respect for contributions
  - Who is responsible for work assignments?
    - Executive Committee
    - Not always able to evaluate the work of non-faculty
  - Move away from a “workload” mindset
  - Link together distribution of effort -> value all contributions -> reward structure
  - Can we make UWM attractive enough that departing is “painful”
    - Salary issues and how to be fair
    - Need for real merit pay
    - Make it harder for employees to leave UWM.

#### 4. Meetings in January to review and prioritize recommendations

- Next meetings: Wednesday, January 6 and Monday, January 11 at 9-11 AM.
- Revised list of ideas for recommendations will be distributed. Nigel and Mark will work up a pre-meeting survey about the recommendations.