OVCRGE-CASI:

5-YEAR REVIEW

An internal review of the Office of Vice Chancellor for Research and Graduate Education Committee on Academic Staff Issues (OVCRGE-CASI) from 2016-2020

Chairs and Members

Steve Ackerman – Vice Chancellor for Research and Graduate Education, Chair

Shane Hubbard - Vice Chair

Nagesh Adluru

Tina Chorlton

Chelsea Dahmen

Jenny Hackel

Moira Harrington

Chris Huffman

Peter Johnson

Julie Karpelenia

Olyvia Kuchta

Lauren Meyers

Emily Reynolds

David Richards

UW Policy 730.III.3. (aka Academic Staff Document 210)

At intervals which shall not exceed five years, the elected academic staff members of each Committee shall review its structure and functions to assess its effectiveness as a voice for academic staff and its compliance with Academic Staff Policies and Procedures. The self-study report shall be submitted to the dean or director, to the academic staff of the school, college or division, and to the Academic Staff Executive Committee.

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CASI Background/Introduction

The Office of Vice Chancellor for Research and Graduate Education Committee on Academic Staff Issues (OVCRGE-CASI) exists to advise the Vice Chancellor on matters of concern to Academic Staff. The Vice Chancellor asks the CASI for advice and the CASI volunteers' advice to the Vice Chancellor. We welcome input from Academic Staff about issues we are considering and about any other issues of concern to the academic staff that we represent.

Responsibilities

- Representing OVCRGE academic staff in the development and review of all OVCRGE policies and procedures affecting OVCRGE academic staff
- Promoting a positive climate and enhance an appreciation for diversity among OVCRGE academic staff
- Advising the Vice Chancellor on OVCRGE program decisions likely to affect promotional opportunities or lead to nonrenewal or layoff of OVCRGE academic staff
- Recommending opportunities for participation of OVCRGE academic staff in governance
- Recommending opportunities for recognition of OVCRGE academic staff contributions to the excellence of the OVCRGE
- Recommending mentoring and professional development programs for OVCRGE academic staff
- Representing the OVCRGE academic staff in communications to the Academic Staff Assembly (ASA) and its Standing Committees, the Academic Staff Executive Committee (ASEC), the Academic Staff Public Representation Organization (ASPRO), other campus committees, and the Secretary of the Academic Staff
- Serving as a forum for discussion of the concerns of OVCRGE academic staff.

5-Year Review

Over the past 5 years, the OVCRGE-CASI focused on a variety of issues of importance to the Academic Staff being represented. The issues and resulting accomplishments of the OVCRGE-CASI and subcommittees for the past five years are outlined below:

OVCRGE-CASI Accomplishments

- Created an academic staff Frequently Asked Questions document. The UW-Madison Compensation and Economic Benefits Committee assumed responsibility for the maintenance of this valuable document that serves academic staff across the campus.
- Engaged locally with one another and with each OVCRGE centers' mission through site visits. Deeper engagement leads to a strengthening of the whole that brings a voice to the larger campus and champions the academic staff within those centers. There is value in these relationships and interactions when governance issues arise and decision-making would benefit from the insights of colleagues in varied settings. The site visits further provide opportunities to involve and educate the wider campus community in academic staff governance and establish resource networks. Site visits average two a year, including destinations such as the Biotron, the Space Science and Engineering Center, Wisconsin Institutes for Discovery, Waisman Center, and Russell Labs.

- Successfully advocated for academic staff representation on all search and screen committees assembled to review key positions affecting academic staff, as well as the OVCRGE five-year review teams for the institution's 18 centers.
- Members served on committees of campus-wide importance.
  - In 2017-18, this included one member who was co-chair for the Ad Hoc Committee on Research Scientist Titles and an ex officio member who is on the Titling and Total Compensation Committee.
  - In 2018-19, this included one member who was co-chair for the Ad Hoc Committee on Research Scientist Titles and an ex officio member who is on the Titling and Total Compensation Committee.
  - In 2019-20, this included one member who was co-chair for the Ad Hoc Committee on Research Scientist Titles and an ex officio member who is on the Titling and Total Compensation Committee, as well as committee charged with addressing the effects of COVID-19 on campus operations. Another member served on the committee that hired a new secretary for academic staff.
- Capitalized on coordinated learning and advocacy opportunities by communicating with other campus governance organizations and signing on to initiatives such as the Law School CASI's 2018 effort to request consideration of a tuition assistance benefit for academic staff.

OVCRGE-CASI Discussion Topics
- Changes to shared governance by legislature and the UW Board of Regents
- Campus emergency procedures, WiscAlerts. Missing information re power outages and evacuations
- Layoff data due to budget cuts
- Applicant tracking software, PageUp
- Web coverage of outreach activities in OVCRGE
- New campus communication, Working.wisc.edu
- Classified research ban, lifted in 2014
- Campus budget data, Budget in Brief publication, data digest
- Transportation and parking
- Changes to United States Fair Labor Standards Act (FLSA), implications for UW-Madison
- CASI service recognition
- Search and screen committees (e.g., Director of Human Resources, Chief of Police)
- Climate (e.g., work demands, hate and bias events, harassment, bullying)

Subcommittee Accomplishments
- Communications
  - In 2015, the contents of the website were moved to the OVCRGE KnowledgeBase and the content was updated.

- ○ Since the website was moved, the Communications Subcommittee has regularly updated the content and posted committee business, reports and presentations as a direct portal for academic staff constituents and as a resource for others in the OVCRGE and campus-wide structure.
- Nominations and Districting
  - ○ The Nominations and Districting Committee annually coordinates elections and reviews district membership levels to assess representation, monitoring for significant changes in constituency base.
- Personnel Policies and Procedures
  - ○ 2015-2016: Engaged in HR Design and related HR policies
  - ○ 2015-2016: Procedures for Search and Screen Committees
  - ○ Facilitated the nomination of academic staff to center review committees
  - ○ Served on ASEC's Ad Hoc Committee on Research Scientists Titles
  - ○ Participated on OHRs Title and Total Compensation Study meetings for Research and Instruction titles.
- Professional Development and Recognition
  - ○ Reviewed applications and recommended OVCRGE staff for professional development grants biannually. A large number of OVCRGE academic staff participate in this opportunity. Since 2010, more than 50 OVCRGE academic staff members have been successful in securing a grant.

Bylaws Review

The OVCRGE bylaws are reviewed annually but addressed as needed. During the past 5 years, a number of major and minor changes to the bylaws were enacted. Minor updates reflecting the division name change from Graduate School (GS) to Office of the Vice Chancellor for Research and Graduate Education (OVCRGE) were made throughout the document and approved via a February 8th, 2016 vote. More substantive changes between 2015 and 2021 added term limits, rules for filling vacancies, and the steps required in the event someone should be removed from the CASI. All bylaw changes are listed below.

Mission Statement

Mission Statement stands as written.

Responsibilities

Responsibilities stand as written.

Membership

Date passed by OVCRGE-CASI: 13 March 2017

Original:

2. Terms of Office:

A. Membership terms shall be 3 years for each elected position. One third of the membership is elected annually. Appointed positions shall serve a three-year term. Terms shall begin on July 1 and terminate on June 30.

Modified to:

2. Terms of Office:

A. Membership terms shall be 3 years for each elected position. Terms shall begin on July 1 and end on June 30. Individuals may serve a maximum of 2 consecutive 3-year terms, with the exception of mid-term appointees. Mid-term appointees who choose to run for election may serve a maximum of two consecutive terms in addition to the appointed service period. Appointees who do not choose to run for election may serve a maximum of 3 consecutive years.

(New Term) B. Vice Chairs may serve 2 consecutive 1-year terms. The term shall begin on July 1 and end on June 30.

Date passed by OVCRGE-CASI: 9 March 2020

Original:

2. Terms of Office

A. Membership terms shall be 3 years for each elected position. Approximately one third of the membership is elected annually. Individuals may serve a maximum of two consecutive 3-year terms, with the exception of mid-year appointees. Mid-year appointees who choose to run for election may serve a maximum of two consecutive terms in addition to the appointed service period. Appointees who do not choose to run for election may serve a maximum of 6 consecutive years. Terms shall begin on July 1 and end on June 30.

B. Vice Chairs may serve two consecutive 1-year terms.

Modified to:

2. Terms of Office

A. Membership terms shall be 3 years for each elected position. Terms shall begin on July 1 and end on June 30. Individuals may serve a maximum of 2 consecutive 3-year terms, with the exception of mid-term appointees. Mid-term appointees who choose to run for election may serve a maximum of 2 consecutive terms in addition to the appointed service period. Appointees who do not choose to run for election may serve a maximum of 3 consecutive years.

B. Vice Chairs may serve 2 consecutive 1-year terms. The term shall begin on July 1 and end on June 30.

Original:

3. Election Processes

B. Timing. Elections shall be held annually in the spring semester for one third of the elected positions. Approximately one third of the OVCRGE's appointees shall be made each year.

C. Slate. The VCRGE will issue a call for nominations to all OVCRGE academic staff. Individuals may self-nominate or be nominated by others. The Nomination Subcommittee will review eligibility of the candidates and develop a slate of nominees. Individuals who self-nominate and academic staff members who accept a nomination will submit a brief statement to the Nomination Subcommittee that includes information on the candidate's background, the interest in/reasons for serving and any other information the candidate would like a voter to have when casting a ballot.

D. Elections. Balloting will be done by campus mail or electronically.

Modified To:

3. Election Processes

B. Timing. Elections shall be held annually in the spring semester. Approximately one third of the OVCRGE's appointees shall be made each year.

C. Slate. The VCRGE will issue a call for nominations to all OVCRGE academic staff. Individuals may self-nominate or be nominated by others. The Nomination Subcommittee will review eligibility of the candidates and develop a slate of nominees. Individuals who self-nominate and academic staff members who accept a nomination will submit a brief statement to the Nomination Subcommittee that includes information on the candidate's background, the interest in/reasons for serving and any other information the candidate would like a voter to have when casting a ballot.

D. Elections. Balloting will be done electronically or by campus mail.

Original:

4. Vacancies

B. Elected Positions. Vacancies shall be filled by appointment by the Dean with the consent of the CASI. These appointees shall serve until the next annual election when they may seek election to the remainder of the term or a new term as appropriate. If a position becomes vacant with a term of less than 6 months, the Dean may choose not to appoint anyone.

Modified to:

4. Vacancies

B. Elected Positions. Vacancies shall be filled by appointment by the VCRGE or Vice-Chair with the consent of the CASI. Consent will be granted by a simple majority vote of the CASI. These appointees shall serve until the next scheduled

election for that district, when they may seek formal election to the CASI. If a position becomes vacant with a term of less than six months, the VCRGE or Vice-Chair may choose not to appoint anyone.

Procedures

Procedures stand as written.

Subcommittees

All Subcommittee terms stand as written.

Bylaws Revisions (Voted and Approved)

Date passed by OVCRGE-CASI: March 8, 2015

> Original: 1. Any revision or amendment to the bylaws will require a two-thirds majority (8) of all voting members.

> Modified: 1. Any revision or amendment to the bylaws will require a majority of the voting members serving at the time of the vote.

Changes noted in Minutes, not reflected in Current Bylaws:

Date passed by OVCRGE-CASI: September 15, 2014 (minutes)

- Voted to make changes to the bylaws to state that the vice chair election is completed "Before the first meeting in the new academic year."

Date passed by OVCRGE-CASI: February 12, 2018 (minutes)

> Change Bylaws to Allow Voting by Proxy

- Clarification that you can have someone vote for you if you can't make a meeting, but it has to be someone from the committee. Email (that it is allowable) is already specified in the recommended changes.
- Motion to approve was seconded, all approved.

Proposed changes, but have not yet been approved by vote:

First circulated October 2020

> Original:

> > 4. Quorum, Voting - A quorum is two thirds of serving members. A vote may not be taken without a quorum present.

> Modified to:

> > 4. Quorum, Voting - A quorum is one half of serving members. A vote may not be taken without a quorum present.

First circulated February 2021

> Membership

Original:

None. This is a new bylaw.

Proposed:

5. Member Participation Requirements:

A. Leave of Absence. If a member requires a leave of absence from the committee, the request must be reviewed and approved by the CASI Vice Chair, and an interim designee should represent that member if the absence is longer than 4 months.

B. Resignation. If a member can no longer serve on the CASI (e.g., leaving campus for another position), the member must submit a written resignation to the OVCRGE-CASI Vice Chair.

C. Abandonment. An OVCRGE-CASI position shall be considered abandoned after a sustained period of non-participation, defined as:

1. Not attending 4 unexplained consecutive meetings OR absenteeism of greater than 30% of held meetings in a 12-month period.
2. If a member has failed to attend the required number of meetings, the Vice-Chair will attempt to contact the individual and constituents. If the member or any of the constituents do not respond within 30 days, the member will be considered for removal.

D. Removal. A committee member may require removal under a variety of circumstances such as, but not limited to: abandonment, neglecting to resign the position, or misconduct as determined by UW HR. Removal occurs with a simple majority vote of the CASI body at which time an interim member will be assigned until the next election

Strengths

The CASI provides good and consistent feedback to the VCRGE, and the vice chair keeps very consistent open communication with CASI representatives with updates and information. The organization and dedication of the CASI vice chairs over the last 5-10 years has been high. CASI representatives helped provide input about the impact of campus staff furloughs as a result of COVID-19, and ultimately, campus did decide to reduce required furlough by 8 hours.

Implementing term limits has meant there is a core and experienced number of CASI members, balanced by the infusion of new perspectives as term-limited members depart the committee.

To measure the strengths and weaknesses of the CASI, a survey was developed and distributed to the 935 academic staff the CASI represents (count as of 2021). There were 86 respondents that answered at least 1 question. In general, there is a feeling that CASI representatives are putting in solid work, though

with a question of if the work has had a tangible positive effect for academic staff. A summary of results can be found in Appendices A and B. The full results can be provided upon request. The CASI received positive results in the following areas:

- The OVCRGE-CASI does a good job representing your opinions in development and review of OVCRGE policies and procedures concerning academic staff
- The OVCRGE-CASI promotes a positive climate and enhances an appreciation for diversity among OVCRGE academic staff
- The OVCRGE-CASI will convey my concerns to the VCRGE
- The OVCRGE-CASI effectively recommends opportunities for your participation in shared governance

Areas for Improvement

Many survey respondents, even among staff who have worked for over 20 years in the OVCRGE, reported not being aware of the CASI or of the role of the CASI in shared governance, or did not agree the CASI represented their views to other shared governance groups on campus like the Academic Staff Assembly.

Survey respondents had the lowest level of agreement that the OVCRGE-CASI recommends opportunities for recognition to contribution; we wonder if this is relevant within the OVCRGE. If staff are looking for specific ways to be recognized for contribution, an additional survey or listening session to solicit these ways would be useful. If this is not a priority for staff, though, the OVCRGE-CASI charge should be amended to exclude it.

There are several opportunities for staff and we do see several applications for grants for professional development, but nearly a quarter of survey respondents disagreed or disagreed strongly that the CASI did a good job promoting these opportunities, meaning finding new ways to get this information to staff may be helpful.

Additionally, respondents agreed, an area for improvement would be for the CASI to develop or support a structured peer mentoring program within the OVCRGE.

Subcommittee Review

Each subcommittee held a meeting to review itself and judge the effectiveness, necessity, and determine any strengths, weaknesses, or areas for improvement.

Communications Subcommittee (COM)

The Communications Subcommittee met to evaluate the committee's effectiveness. The committee determined the name of the committee should remain the same. Subcommittee members discussed methods for disseminating CASI information to our constituents and campus more broadly; they determined that social media outlets have not been effective in the past and will likely not be effective in the future. In the past, the committee provide a template email for district representatives to send to their districts once a year to introduce themselves and explain the CASI, but that activity has stopped. Currently the only task the committee is working on is updating the CASI website.

Personnel Policies and Procedures Subcommittee (PPP)

Assistant Vice Chancellor for Human Resources Julie Karpelenia has been providing extensive Human Resources updates during our monthly CASI meetings, something the subcommittee has been responsible for in the past. The full CASI has agreed in previous meetings that Julie's reports are extremely helpful and should continue. The subcommittee determined there is value to having non-HR perspectives brought to the CASI to raise constituency concerns for HR policy and procedures. The subcommittee continues to be responsible for the bylaw word document maintenance and updating tracking; after updates are approved, then the Communications Subcommittee needs to enter updates to the CASI website.

Nominating and Districting Subcommittee (ND)

The Nominating and Districting Subcommittee is responsible for ensuring that the academic staff positions on the CASI are filled. In addition, subcommittee members are in charge of ensuring each subcommittee is filled. The subcommittee is also responsible for working with the VCRGE to aid in finding qualified nominees to other committees within the OVCRGE. Lastly, the subcommittee is required to update the academic staff list that falls within the OVCRGE-CASI so it is current and up-to-date and everyone is represented within a CASI district.

For the past 5 years, this subcommittee has satisfied most of its commitments as outlined by the bylaws. A number of resignations between 2017-2020 created frequent openings on the CASI, but as of March 2021 all of the positions on the CASI were filled and the subcommittee memberships were established. The subcommittee updates the district lists once per year to make sure that all academic staff under the OVCRGE are represented and receive communication from the CASI. The subcommittee did recommend a change to the bylaws that kept each district election fixed to a 3-year cycle. In the event of a resignation, a person will be nominated as 'interim' and serve in that role until the 3-year election cycle comes.

The subcommittee has developed an example nomination form for new CASI candidates as well as a template email to district members indicating their interest in running for an election. The subcommittee will take a larger role in the administration duties of the CASI going forward, establishing more concrete dates and times when each election should be held, maintaining current district email lists as well as current and historical documents, and setting the schedule for when representatives are to take minutes or attend ASEC meetings.

Professional Development and Recognition Subcommittee (PDR)

This subcommittee is responsible for recommending strategies for the professional development and recognition for academic staff within the OVCRGE. Developing and managing a mentoring program for new academic staff in the OVCRGE is included within the scope of this subcommittee. The committee has been reviewing applications for the Academic Staff Professional Development Grant Program during the spring and fall grant announcements. Each application is reviewed, graded, and then recommendations are presented to the OVCRGE.

While the committee is actively recognizing professional development within the OVCRGE, it has not actively developed and managed a mentoring program for new academic staff. It does not appear this has been a focus for this committee in the past even though developing and managing a mentoring program is explicitly written into the bylaws.

Potential Areas of Growth for the Subcommittees

- (COM) Set up monthly meeting Zoom invitations and invite members – Vice Chair (VC) is doing it
- (COM) Template district emails – nobody is doing this
- (PPP) Set a more regular bylaw maintenance and revisit – Vice Chair asks for the review, PPP is maintaining/tracking changes, COM updates website
- (COM) Identifying gaps in website content – Vice Chair is currently doing it
- (COM/PPP) Suggesting, coordinating speakers/guests for CASI – Vice Chair is currently doing it
- (COM/PPP/Vice Chair) Facilitate the occurrence of site visits to other centers – Vice Chair would help coordinate
- (ALL) Coordinate Search and Screen representation and/or endorsements on behalf of CASI – ad hoc w/in the group
- (ALL) Center review academic staff representation – this isn't a topic that CASI is involved with anymore
- (Vice Chair / COM) Develop an OVCRGE-CASI onboarding checklist of steps that need to be completed once a person is elected/appointed and after they receive their initial letter, such as making sure they are added to mailing lists, added to meeting invites, having them select a subcommittee(s), added to website membership and subcommittee webpages, have the new person send out a template email introducing themselves to their district, etc.
- (ND) Develop more concrete election dates for district elections and the vice-chair elections.
- (ND) Formally maintain/administrate documents and email lists for CASI committee.
- (ND) Identify a CASI member to attend ASEC meetings.
- (PDR) Explore a mentoring program for new academic staff within the OVCRGE. Perhaps there could be coordination with the current campus Mentor Match Program https://acstaff.wisc.edu/professional-development/mentor-match-program

Opportunities/Recommendations

The survey reported many of the members the CASI represents are not aware of the CASI or of the role of the CASI in shared governance. This can be solved by more frequent communication between the CASI and each district. This should be led by each CASI member in coordination with COM. Reminder emails regarding important dates/deadlines on campus, emails that request feedback or comment, and more frequent communication regarding events on campus are areas the CASI could strengthen to foster additional communication with the academic staff we represent. The survey also conveyed the academic staff did not agree the CASI represented their views to other shared governance groups on campus like the Academic Staff Assembly. While the CASI does participate in representing their views on campus, there is a lack of communication in what we have been doing to the academic staff we represent. If staff are looking for specific ways to be recognized for contribution, an additional survey or listening session to solicit these ideas would be useful.

The bylaws include specific language regarding the CASI support an active mentoring program as well as providing recognition for the academic staff the CASI represents. The survey indicated the CASI is not filling this role. The CASI needs to be more active in communicating what activities we are doing for the academic staff. The CASI should decide if it should develop and maintain an active mentoring program. If the CASI decides not to proceed, it should be removed from the bylaws. If it chooses to proceed, PDR should work closely with the OVCRGE to develop that program. More broadly, the survey also found

that respondents would like to see a mentoring program that extends beyond new hires and includes anyone in OVCRGE.

The OVCRGE-CASI does not currently have a representative attending the monthly ASEC meeting, which has cut us off from the academic staff discussions happening at the campus level and from using our voice to advocate for OVCRGE constituents. Attending at least one ASEC meeting a year on a rotating basis would strengthen our connection to the larger AS community and should be added to the responsibilities of CASI membership.

In summary, OVCRGE-CASI can strengthen its effectiveness by committing to the following:

- Connect more with ASEC
    - Have a representative from CASI attend meetings at least once a month
- Share our documentation with other committees on campus
    - Share our one-year and five-year reviews
- Host brown bags
    - Invite all OVCRGE-CASI districts
    - Invite the VCRGE to give a presentation
    - Tour an academic center or facility at least once every 6 months
    - Continue to have the Assistant Vice Chancellor at Office of the Vice Chancellor for Research and Graduate Education provide a human resources update at each OVCRGE-CASI meeting
    - Connect with other initiatives on campus (e.g., TTC) to discuss how these initiatives impact OVCRGE staff specifically
- Annual subcommittee review
- Nominating and Districting
    - Develop a calendar of CASI events (5year cycle showing elections, annual report, 5yr report)
    - Maintain all OVCRGE administrate documents and email lists for the OVCRGE-CASI

Membership List

July 1st, 2021

District 1

      Adluru, Nagesh
      Associate Scientist
      Waisman Center
      adluru@wisc.edu
      Subcommittee Membership: PDR
      Term: 4/2016 - 6/2022

District 2

      Richards, David
      Associate Research Specialist
      Waisman Center
      drichards3@wisc.edu

Subcommittee Membership: PPP
Term: 7/2020 - 6/2023

District 3

Meyers, Lauren
Director of Administrative Services
Wisconsin Energy Institute
lauren.meyers@wisc.edu
Subcommittee Membership: PPP
Term: 3/2020 - 6/2024

District 4

Hubbard, Shane (OVCRGE-CASI Vice Chair)
Associate Researcher
Space Science and Engineering Center
sahubbard@wisc.edu
Subcommittee Membership: ND
Term: 5/2017 - 6/2022

District 5

Dahmen, Chelsea
Associate Director for Administration
Space Science and Engineering Center
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Subcommittee Membership: COM
Term: 1/2021 - 6/2023

District 6

Huffman, Chris
Research Specialist
Primate Center
chuffman@primate.wisc.edu
Subcommittee Membership: PDR
Term: 7/2019 - 6/2024

District 7

Hackel, Jenny
Financial Program Manager III
Research and Sponsored Programs
jenny.hackel@rsp.wisc.edu
Subcommittee Membership: COM
Term: 3/2020 - 6/2023

District 8

Harrington, Moira
Assistant Director for Communications
Aquatic Sciences Center

moira@aqua.wisc.edu
Subcommittee Membership: PPP
Term: 7/2019 - 6/2024

District 9

Chorlton, Tina
Center Administrator
Wisconsin IceCube Particle Astrophysics Center (WIPAC)
tina.gislason@icecube.wisc.edu
Subcommittee Membership: COM
Term: 4/2021 - 6/2022

District 10

Adams, Rebecca
Student Services Coordinator
OVCRGE
rebecca.chapman@wisc.edu
Subcommittee Membership: PDR
Term: 5/2019 - 6/2024

Appointed by the Chair

Johnson, Peter
Post Approval Monitor
Office of Research Policy
peter.johnson3@wisc.edu
Subcommittee Membership: ND
Term: 10/2015 - 6/2024

Kuchta, Olyvia
IRB Staff Reviewer
Office of Research Policy
olyvia.kuchta@wisc.edu
Subcommittee Membership: ND
Term: 2/2021 - 6/2023

Ex-officio, Non-Voting

Ackerman, Steven
Vice Chancellor for Research and Graduate Education
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Karpelenia, Julie
Assistant Vice Chancellor for Human Resources
Office of the Vice Chancellor for Research and Graduate Education
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Appendix A: Survey Results Table

How much do you agree on the following? [you know what the OVCRGE-CASI is]

Tenure	Agree/Strongly Agree	Disagree/Strongly Disagree	Neutral/No Answer
Less than 1 year (N=1)	0%	100%	0%
1-5 years (N=39)	33%	51%	15%
6-10 years (N=13)	31%	46%	23%
11-20 years (N=19)	53%	37%	11%
More than 20 years (N=14)	50%	29%	21%

Appendix B: Survey Results Figure