



THE UNIVERSITY
OF ARIZONA

Annual Report

Year in Review

2021-2022



Faculty Affairs



Mission



Our mission in Faculty Affairs is to cultivate and connect institutional structures for faculty advancement across the career lifespan in alignment with the overarching mission and role of the University of Arizona. We take an ecosystem equity approach across all system levels that considers (1) recruitment, (2) professional advancement, (3) retention, and (4) policies. Our work is grounded in an affirming, transparent, and inclusive approach to supporting faculty. You can find more details and information on each key area of our work:

- Equity
- Recruitment
- Professional Advancement
- Retention

Vision



We aspire to maintain high levels of accountability, efficiency, and transparency in all areas of faculty affairs. We adhere to the fundamental values of our land grant institution and R1 status. We believe that a humanistic approach to faculty activity will foster excellence, equity, and impact. We aim to promote understanding of the role and contributions of faculty in teaching, research, service, extension, creative activity, and clinical work.

FACULTY SNAPSHOT

FISCAL YEAR 2022: JULY 1, 2021–JUNE 30, 2022



This report provides a screening of year in review 2021-2022. For multi-year data, please refer to the **2022 Faculty Retention Report**, or the **Faculty Affairs Annual Report | Year in Review 2020-2021** on the Faculty Affairs **equity website**.

3,828 + 1,002

Active Faculty

Emeritus

4,830

Total Faculty

190

Continuing/Continuing
Eligible

1,578

Tenure/Tenure
Eligible

1,018

Career-Track

116

Multi-Year
Career-Track

926

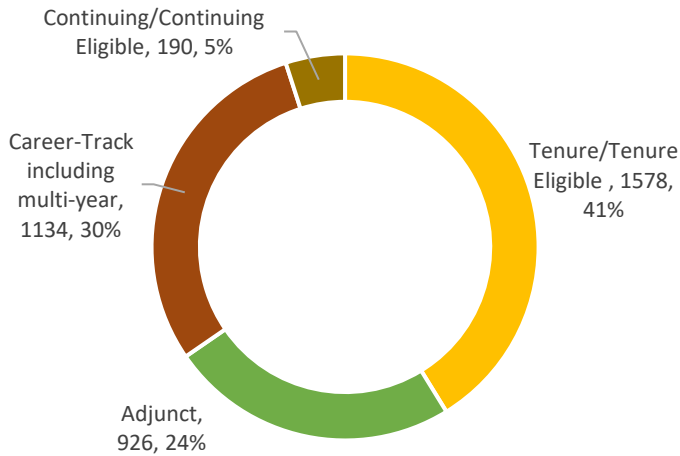
Adjunct

FACULTY SNAPSHOT

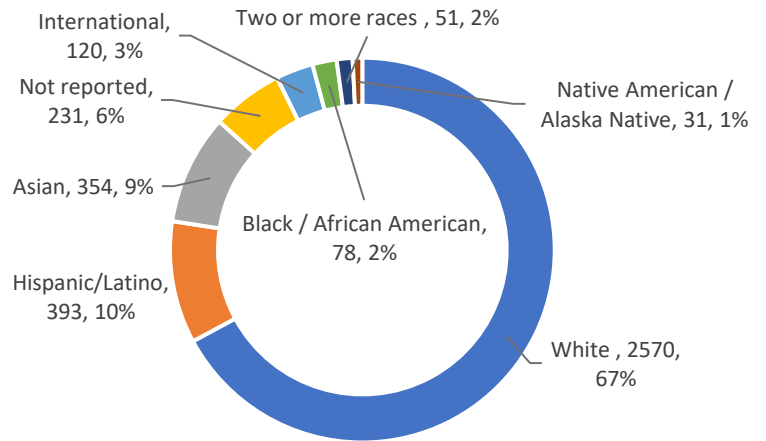
FISCAL YEAR 2022: JULY 1, 2021–JUNE 30, 2022



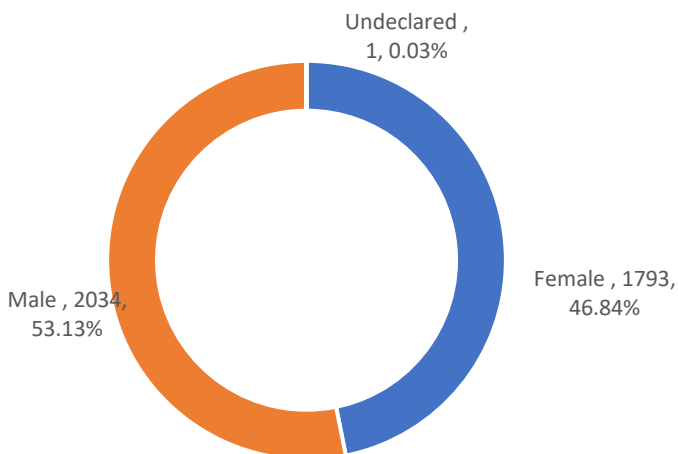
Tracks



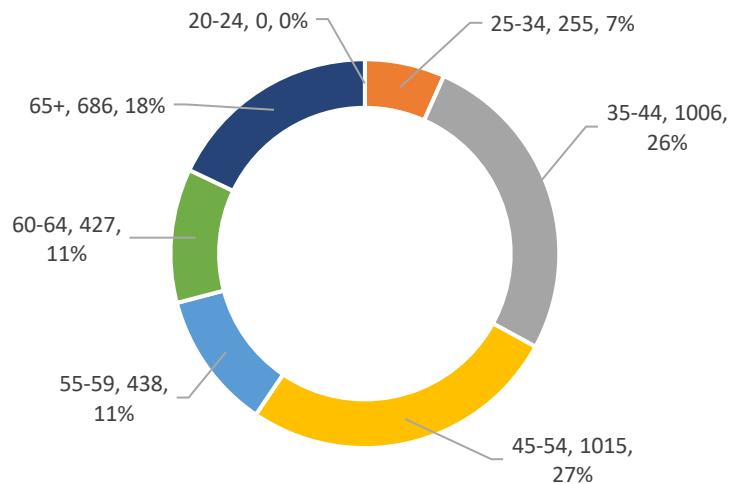
Race/Ethnicity (IPEDS)*



Gender



Age



*IPEDS categories present the count of faculty as defined by the Integrated Postsecondary Education Data System, which effectively pushes each individual into just one reporting category.

NEW FACULTY FISCAL YEAR 2022*



498

New faculty hires - Total

50

Tenured/
Tenure-eligible

13

Continuing/
Continuing-eligible

108

Career-Track

327

Adjunct

DEPARTURES FISCAL YEAR 2022



282

Total Departures

42

Voluntarily Departures

236

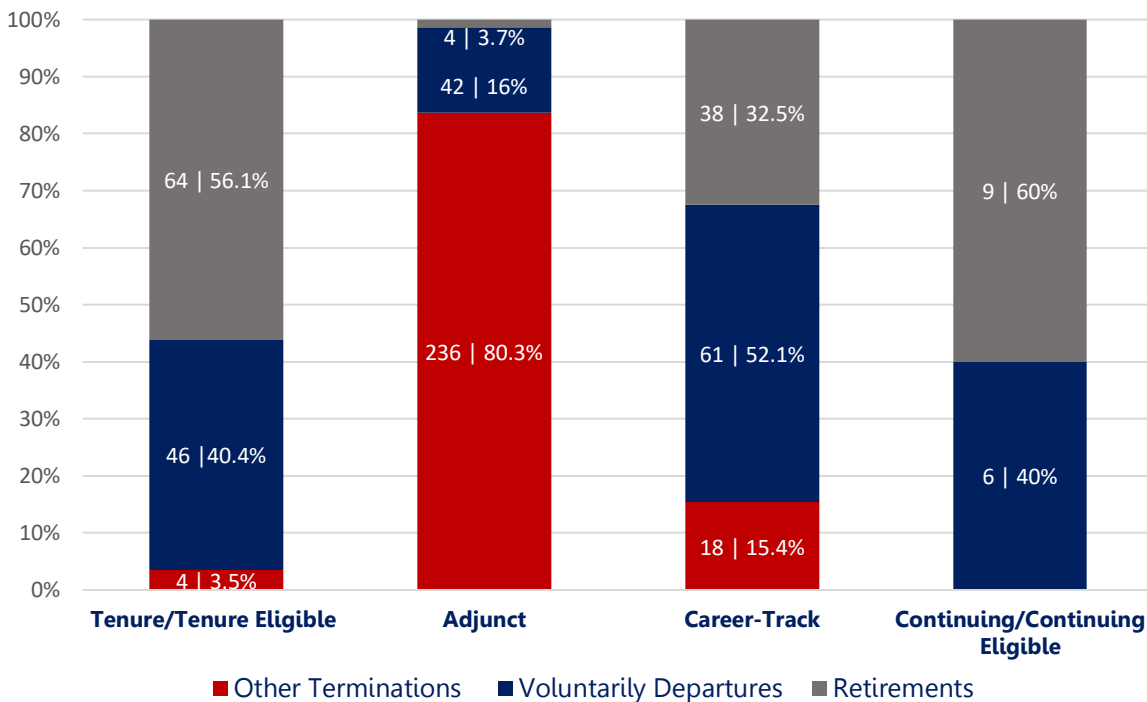
Other Terminations

[Includes non-renewals, involuntary terminations, and individuals terminated during the probation period]

4

Retirements

Departures by Track (FY 2022)



*Faculty are considered new hires if they have not been previously employed at the UArizona. If a faculty member has moved to another role within the UArizona, UAnalytics will not count them as a new hire.

SPFI | Strategic Priorities Faculty Initiative



Since fiscal year 2009, the Strategic Priorities Faculty Initiative (SPFI) has provided temporary University financial support to academic departments enabling them to hire additional full-time, tenure-track faculty or continuing track academic professionals who enhance UArizona's distinctive strengths in advancing Inclusive Excellence via equal opportunity, diversity, and inclusion.

29 | **SPFI Applications
FY 2022**

13 | **New SPFI Hires who
began in FY2022**

\$500,000 | **Increased financial
support from the
President's Office for
FY 2022**

SPFI Mentoring Program

SPFI Mentoring pairs a new SPFI faculty member with a current SPFI faculty member. Over the course of the year, they meet for regular career development conversations, engage in SPFI community events, and participate in MENTOR Institute resources.

NEW FACULTY ORIENTATION | Fall 2021



New Faculty Orientation is designed to provide new faculty at UArizona with an immersive and welcoming experience to expand their knowledge about key university features and resources to start their roles. In the Fall of 2021 the New Faculty Orientation was hosted in a virtual format.

~60 | Virtual Attendees

82% | Satisfaction

VIRTUAL FACULTY RESOURCE FAIR | Fall 2021



The Faculty Resource Fair provides an introduction to the programs and university resources and specific contacts who support new faculty in their research, teaching, outreach, and lives as members of the UArizona campus community.

~120 | Virtual Attendees

98% | Effectiveness

RESEARCH SUPPORT

Introduction to research resources from the office of Research Innovation and Impact (RII).

Panel discussions with Research Associate Deans of:

- Health Sciences
- Science & Engineering
- Social/Behavioral Sciences, Law, CAPLA, Management & Libraries
- Humanities, Education & Fine Arts

TEACHING & EDUCATION

The Office of Instruction and Assessment (OIA) facilitated a session to illustrate instructional tools, services, and resources to assist faculty with their teaching responsibilities.

BENEFITS, CAREER, HEALTH AND WELLNESS

The UArizona Human Resources and Life & Work Connections units offered a comprehensive series that touched on:

- Faculty Wellbeing
- Employee Benefits
- Compassion
- Advising Team Members
- Strengthening Resiliency⁷

PROMOTION & TENURE 2021-2022 CYCLE



Dossiers Submitted | **183**

98% | Approval Rate Overall

103

Promotion & Tenure Dossiers Submitted

- 36** Promoted to Full
- 4** Promoted to Full with Tenure
- 3** Tenure Only
- 55** Promoted to Associate with Tenure
- 5 denied

48

Career Track Promotions

- 7** Promoted to Full
- 39** Promoted to Associate
- 2 denied

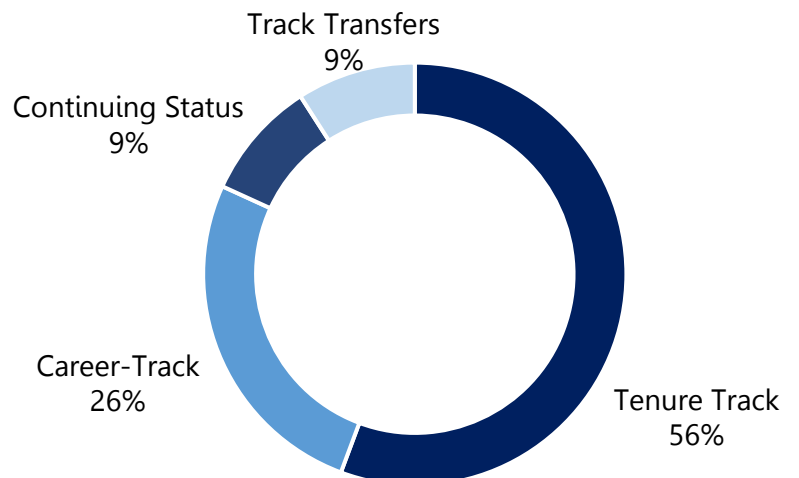
16

Continuing Status Dossiers Submitted

- 8** Promoted to Full
- 1** Continuing Status Only
- 7** Promoted to Associate with Continuing Status

16

Track Transfers



PROMOTION WORKSHOPS



9 | Workshops ~ 1,652 | Attendees

Workshop TOPICS

All workshops integrate implicit bias, equity and inclusivity

- Making Your Statement for Promotion
- Using Portfolios to Document Impact, Innovation, and Leadership
- Going Up for Full
- Preparing for Promotion on the Career Track
- Preparing for Promotion on the Continuing or Tenure Track
- Promotion Reviews for Administrators, Department Heads and Directors
- Promotion Reviews for Committee Members
- Review, Promotion, Tenure (RPT) Administrator Training for Department, Unit or College Coordinators or Managers
- Candidate Training for Dossier Submission to Review, Promotion, Tenure

158

Sabbaticals

101

Emeritus (FY 2022)



UNIVERSITY DISTINGUISHED FACULTY AWARDS

Outstanding faculty members were nominated and chosen by their peers because of their demonstrated excellence in teaching, mentoring, research/scholarship/creative activity, extension, outreach, and service.

University Distinguished Faculty Awards Review Committee Members: Thank you for your honorable service. Faculty Affairs express our gratitude and appreciation, we consider your input invaluable in this process.

Regents Professors

Sama Alshaibi

Professor, School of Art, College of Fine Arts

Jean-Luc Brédas

Professor, Chemistry and Biochemistry, College of Science

Juanita L. Merchant

Professor, Medicine, College of Medicine – Tucson

David Pietz

Professor, History, College of Social and Behavioral Sciences

Donata Vercelli

Professor, Cellular and Molecular Medicine, College of Medicine – Tucson

University Distinguished Professor Award

Kenneth Johns

Professor, Physics, College of Science

University Distinguished Outreach Faculty Award

Paul Meléndez

Professor, Management & Organizations, Eller College of Management

Beverly Seckinger

Professor, School of Theatre, Film & Television, College of Fine Arts

Distinguished Scholar Award

Rebecca Mosher

Associate Professor, Plant Sciences, College of Agriculture and Life Sciences

Daniel Martínez

Associate Professor, Sociology, College of Social and Behavioral Sciences

Weigang Wang

Associate Professor, Physics, College of Science



Early Career Scholar Award

Molly Gebrian

Assistant Professor, Fred Fox School of Music, College of Fine Arts

Thomas Gianetti

Assistant Professor, Chemistry and Biochemistry, College of Science

Tammi Walker

Associate Professor, James E. Rogers College of Law

Ashley Dixon

Assistant Agent, Gila County Cooperative Extension, College of Agriculture and Life Sciences

David Enard

Assistant Professor, Ecology and Evolutionary Biology, College of Science

University Distinguished Innovation & Entrepreneurship Award

Jeffrey Pyun

Professor, Chemistry and Biochemistry, College of Science | College of Medicine Tucson

University Early Career Innovation & Entrepreneurship Award

Thomas Gianetti

Assistant Professor, Chemistry and Biochemistry, College of Science | College of Medicine
Tucson

Distinguished Head/Director's Award

Karen Seat

Head, Religious Studies and Classics, College of Humanities

John Galgiani

Director, Valley Fever Center for Excellence, College of Medicine Tucson

Henry and Phyllis Koffler Prize

Public Service / Outreach

Ana Cornide

Associate Professor of Practice, Spanish and Portuguese, College of Humanities



Gerald J. Swanson Prize for Teaching Excellence

Na Zuo, Assistant Professor of Practice, Department of Agricultural and Resource Economics, College of Agriculture and Life Sciences

Dean Papajohn, Professor of Practice, Civil and Architectural Engineering and Mechanics, College of Engineering

Hank Stratton, Assistant Professor, School of Theatre, Film and Television, College of Fine Arts

Lisa Dollinger, Associate Professor of Practice, Chemistry and Biochemistry, College of Science

Suzanne Dovi, Professor, School of Government and Public Policy, College of Social and Behavioral Sciences

University of Arizona Foundation Leicester and Kathryn Sherrill Creative Teaching Award

Liudmila Klimanova, Assistant Professor, Russian and Slavic Studies, College of Humanities

Provost Award for Innovations in Teaching

Michael Bogan, Assistant Professor, School of Natural Resources and the Environment, College of Agriculture and Life Sciences

Crista Coppola, Associate Professor of Practice, Department of Animal & Comparative Biomedical Sciences, College of Agriculture & Life Sciences

Erika Gault, Associate Professor, Africana Studies, College of Humanities

30

Awards Given

3

New Awards

59

Nominations

Provost's Author Support Fund

12 | Awardees

Funds were allocated to all 12 applications to facilitate and further the publication of outstanding scholarly book-length manuscripts or other creative work by helping the authors through the allocation of funds for subvention required by the publisher, or special production charges associated with permissions, figures and photographs, indexing, etc.

FACULTY REPORTS, DATA & TRANSPARENCY



The Faculty Affairs team has developed unprecedented reports over the last two years that further data transparency, inform leadership, and include best practices recommendations for stakeholders involved in faculty advancement throughout their career lifespan.



Faculty Retention with Equity Lens: Five Year Review

This report presents a five-year summary of faculty hiring, departure, and retention data. An equity lens is used to examine data for differences by underrepresented minority (URM) groups, to better examine how trends may vary among faculty track, rank and by demographics.

P&T Criteria Working Group

This report presents a summary of emerging trends in promotion and tenure across the nation, including open scholarship, innovation and entrepreneurship, service & invisible labor, HSI, patents, community-engaged work, large scale data and multiple authors/collaborators, mentoring of students, and societal impacts. Its goal is to provide recommendations for updates.

UA Vitae Faculty Fellows

In Fall semester 2021, UA Vitae Faculty Fellows were charged with reviewing the current use and impact of UA Vitae. They engaged with key stakeholders who were identified as heavy users of UA Vitae to obtain feedback and then write reports of its usage and impact as well as make recommendations of its future implementation to the UA Vitae Faculty Affairs team.

Preliminary Examination into Faculty Workload

This report is a preliminary examination in understanding faculty workload within our university and across faculty tracks. Data for this report were pulled from existing datasets including UAVitae, UAccess, and IPEDS.

EQUITY

The Faculty Affairs team conceptualized an Equity Ecosystem and a Faculty Career Equity Strategies scheme that considers recruitment, professional advancement, and retention to advance affirming and inclusive systems for faculty advancement. Each stage offers specific actions and initiatives that cultivate faculty promotion and success in their scholarship, teaching, and service.

◆ Recruitment Stage ◆

Creating updated recruitment efforts

- Updated Faculty Search Committee Guidelines
- Required training for all search committee members
- Faculty Affairs consultation with deans, department heads, and search chairs
- Strategic Priorities Faculty Initiative for hiring & recruitment
- Transparent faculty data and reports on representation, equity, hiring, departures, and exit survey findings to raise awareness
- Steps in the Scholar Journey Program | postdoctoral recruitment / pipeline strategy

◆ Professional Advancement Stage ◆

Ensuring a culture to enable a high-performing academic enterprise

- Promotion opportunities for all faculty tracks
- Equity based changes to promotion dossier templates
- Promotion workshops for all candidates, department heads, and administrators with an inclusive focus.
- Leadership Programs (Academic Leadership Institute, Hispanic Serving Institution Fellows)
- National Center for Faculty Development and Diversity membership and resources
- Faculty Development Promotion Communities Mentoring Program for all faculty ranks
- HSI Servingness Series
- Culturally Responsive Curriculum Development Institute
- HSI Seed Grants

◆ Retention Stage ◆

Building affirming environments and anti-oppressive structures for faculty advancement

- Multi-year contracts for career-track faculty raised from 15% to 35%
- Salary equity review for career-track faculty
- University Faculty Awards Expansion
- Bias Education & Support Team
- Integration of implicit bias, equity and inclusivity in all Faculty Affairs workshops
- Campus wide mentoring training and Mentoring Institute for inclusive mentoring of faculty and graduate students
- Growth of Faculty Affinity Groups and regular meetings with Faculty Affairs

EQUITY



Updated recruitment and hiring training

Guidelines are informed by standard HR processes and policies and include equity-minded strategies and resources to reduce implicit bias, generate a diverse candidate pool, align with UArizona's Hispanic Serving Institution (HSI) designation and inclusivity goals, and develop welcoming interviews and on-campus visits.

Updated Promotion and Tenure Workshops

Informed by research and best practices that center equity-mindedness, all workshops integrate implicit bias, equity and inclusivity.



57

Individualized meetings with deans, search committee chairs, and search committees

Meetings,
Workshops &
Presentations

Meetings are scheduled as requested and include integrating equity-minded strategies at specific points during searches, sharing college level faculty data, crafting job descriptions that highlight commitment to diversity and inclusion, generating plans for recruiting diverse candidate pools, and exploring SPFI opportunities.

Faculty Affinity Groups

The Faculty Affairs team holds monthly meetings with all current faculty affinity groups:

- Professors of Color-UA
- Institute for LGBT Studies
- UA Native Faculty
- Faculty Women of Color
- University of Arizona Faculty of Chinese Heritage Association (UAFCHA)
- Sankofa Black Faculty & Staff Affinity Group
- Black Faculty
- Latinx Faculty and Staff Affinity Group
- LGBTQ+ Faculty and staff Affinity Group



Action Collaborative Partner Network for Prevention of Sexual Harassment

[The Sexual Harassment Collaborative Repository](#) contains descriptions of the most significant, innovative actions that participating organizations in the Action Collaborative on Preventing Sexual Harassment in Higher Education have taken. This self-reported information is shared to help higher education organizations develop, adapt, and implement efforts that move beyond basic legal compliance and toward evidence-based policies and practices for addressing and preventing all forms of sexual harassment and promoting a campus climate of civility and respect. **Three reports from UArizona have been reviewed and accepted into the repository.**



NATIVE AMERICAN INITIATIVES



Faculty Affairs partners with the Office of Native American Initiatives whose mission is to uphold the University of Arizona's commitment to its land-grant mission and to inclusive excellence by advancing the academic aspirations of Native American students and faculty, and a tradition of service to Native Nations.

BRIDGE to STEAM

Support Diné College students pursuing STEAM degrees and also with an interest to gain valuable research experiences both on the Navajo Nation and at the University of Arizona.

\$120,000

USDA-NIFA Grant Project

Application for Native American students

Partnered with the Student Admin Systems Group to develop a secure UArizona application for Native American students to upload their tribal enrollment verification documents for purposes of Native American scholarship eligibility and residency classification for in-state tuition. Also provided a mini-training for authorized verifiers of the documents.

Native American ENGL

Revived the Native American section of ENGL 102, First-Year Composition for Spring 2022, and with plans underway for an ENGL 101 Native American section for fall 2022.

NATIVE AMERICAN INITIATIVES



Collaborations



Collaborated with several departments across campus and local community to support cultural awareness activities:

- **Arizona Arts Live Indigenous story exchange;** cultural showcases for the College of Education and Association of Academic Programs in Latin America & the Caribbean (AAPLAC) International Conference
- **Partnership with Arizona's Science, Engineering, and Math Scholars (ASEMS).** Sarah EchoHawk, Executive Director of the American Indian Science & Engineering Society (AISES) as a virtual speaker on "Supporting Native American students in STEAM"
- Collaboration with **Tucson Lifestyle magazine** to feature Native American alumni.

Strategic Plan

With funding from the Agnese Nelms Haury Program in Environment and Social Justice, Native American Initiatives has completed a comprehensive strategic plan that will be launched in August 2022. The plan focuses on four strategic priorities:

1. Native Student Pathways
2. Campus Climate
3. Native Faculty Advancement
4. Native Nation Partnerships.

The plan provides a goals, objectives, metrics, and a timeline for each of the priority areas.

STEPS IN THE SCHOLAR JOURNEY

PROFESSIONAL DEVELOPMENT PROGRAM FOR BEGINNING A FACULTY CAREER



The Steps in the Scholar Journey Program aims to nurture the pathway to the professorate in culturally meaningful and responsive ways. Sponsored by Faculty Affairs, Native American Advancement & Tribal Engagement, Native American Initiatives, and Hispanic Serving Institution (HSI) Initiatives in partnership with Postdoctoral Affairs and academic departments across campus, this program is aimed at providing professional development for post-doctoral scholars to aid them in next step into the professorate.

Each scholar in this program will be connected with an Elder Scholar who is farther along in the academic journey, who will serve to guide and support them in a mentorship role through this program. The program is a four-day experience for current post-doctoral fellows of all disciplinary backgrounds.

8

Elder mentors from
UArizona from across
disciplines

9

Postdoctoral
scholars from
across the U.S.

9

Presenters from UArizona
representing faculty, staff,
and leaders



In-person activities with workshops, presentations, mentoring, meals, and a visit to UArizona campus

HISPANIC SERVING INSTITUTION INITIATIVES



Faculty Affairs partners with Hispanic Serving Institution Initiatives (HSI). The University of Arizona is the first four-year public university in the state of Arizona to be federally recognized as a Hispanic Serving Institution. As a research intensive land-grant HSI, the University of Arizona is committed to responsively meeting the educational needs of our vibrant and increasingly diverse communities of Arizona.

HSI | Centering Servingness Webinar Series

Sponsored by Faculty Affairs and HSI Initiatives, this year-long webinar series features the scholarship of UArizona faculty and staff, who engage in servingness efforts that honors cultures and lived experiences of Latina/o/x, Black, Indigenous, and underrepresented students, and communities. This is the second time this series is offered at a national level.

7

Part series

12

Faculty and staff featured

>700

Registrants

HSI Seed Grant Program

\$200,000

Funded by Research Innovation & Impact and HSI HEERF

6

Projects Funded

Fund established in Spring 2021 to support scholarly research and creative work among early career faculty which enriches the UArizona's designation as an HSI, and advances scholarship that directly impacts Latina/o/x, Black, Indigenous, and People of Color students and communities.

HISPANIC SERVING INSTITUTION INITIATIVES



2nd Year

Culturally Responsive Curriculum Development Institute

A week-long, summer immersion focused on training faculty and instructors towards implementation of culturally responsive practices and pedagogy into existing courses of all modalities.

The Institute brings together faculty and instructors from across the University to thoughtfully redesign an existing course through workshops, discussions, and pedagogical practice. Redesigned courses account for multiple learning environments and teaching modalities including online, in-person, and Hy-Flex. Redesigned courses are informed by frameworks that guide practice at Hispanic Serving Institutions.

> 3,800

Students served

14

Faculty
Participated

18

Courses
Redesigned

8

Colleges

The CRCDI is partially supported through UArizona's Project CREAR. Project CREAR is 94.1% funded through the U.S. Department of Education Hispanic Serving Institutions STEM and Articulation Program, Title III, Part F, for the amount of \$4,989,496.00 across a five-year award period and 5.9% funded through the University of Arizona for the amount of \$313,302 across a five-year period.

The Culturally Responsive Curriculum Development Institute Funded by Higher Education Emergency Relief Fund (HSI CARES Act Funds)

Mentorship through Effective Networks, Transformational Opportunities, and Research Institute | **MENTOR Institute**



FDCP | Faculty Development Communities for Promotion

Faculty Affairs offers the Faculty Development Communities for Promotion (FDCP) Mentoring Program. The objective of this program is to prioritize guiding values of excellence, honesty, trustworthiness, and compassion to help faculty discuss and navigate their professional development while on the pathway to promotion/tenure.

The goal of this program is to create small faculty groups and link them with one faculty mentor who has participated on promotion review committees. These communities help early career faculty explore their individual objectives, hopes, and aspirations as well as to reflect on their common challenges, concerns and solutions about promotion and tenure.

This program is available for incoming and junior tenure-track, career-track, and continuing faculty at the University of Arizona.

22

Communities

108

Faculty mentees

Professional Development for FDCPs for Spring 2022

7

Offerings in
Spring 2022

MENTOR Institute



Mentor Institute Website

This new site includes our equity statement, groups campus wide targeted equity resources for faculty, and hosts faculty affairs signature efforts and initiatives that affirm our commitment to equity & inclusion.

New Mentoring Awards Launched 2022

Mentoring Future Scholars Award

Recognizes faculty mentors who are extraordinary in their mentoring of graduate students to become future scholars.

Faculty Peer Mentor Award

The Faculty Peer Mentor Award recognizes outstanding faculty who mentor faculty peers through promotion.

Graduate Student Peer Mentors Award

The Graduate Student Peer Mentors Award recognizes outstanding graduate students who provide peer mentoring to other graduate students in order to help them persist towards their degree, progress in their program or engage in scholarly activities and achieve success within their program.

Distinguished Mentor Award

The Distinguished Mentor Award recognizes outstanding tenured or continuing status faculty at the full professor rank who have mentored early career faculty and made highly valued contributions to the mentoring of graduate students.

MENTOR Institute Seed Grants 2022

These seed grants are intended to stimulate the development of pilot projects that focus on developing research that will lead to evidence-based, inclusive, innovative, mentoring strategies. Pilot projects that have the potential to contribute to novel research approaches or to new funding opportunities are encouraged.

3

HEADSNetwork



The Heads Engaged in Advancing Departmental Strategies Network (HeadsNETWORK) consists of multiple programs in support of UArizona department heads, school chairs, and unit directors.

HeadsUP



HeadsUP is an advocacy, communications, & networking program to make department heads aware of University issues that may impact them or on which they should have impact. It represents heads to senior leadership and to other units in the University.

7 | Workshops

45 | Average attendees
per workshop

~ 320 | Total
Attendees

Workshop TOPICS

Fall Forum: New Norms

Wellness & Leadership

Activity Informed Budgeting (AIB)

Annual Performance Reviews

Student Retention & Graduation

Faculty Recruitment & Retention

Crucial Conversations trainings for all Department Heads/Directors launched in June

NewHEADS



NewHEADS is a networking and educational program to prepare and support new department heads during their first year of service.

34 | New Heads

59% | New Heads Participation

10 | Workshops

TOPICS

- Meet your Mentor
- Triage
- Governance
- Money Tree
- The Rules
- Culture
- Assessment
- Interface
- Lonely at the Top
- Wellbeing

HeadsMENTORING

NewHEADS Mentoring provides an experienced department head to provide individual guidance and friendship for new mentors.

11 | Mentors

14 | Mentees

The purpose of HeadsUP/Network is to

- Share wisdom, experience, and ideas with the aim to solve problems
- Strengthen leadership
- Provide a vital voice to the administration
- Promote effective communication
- Build a sense of community

UA Vitae



UA Vitae offers a convenient, user-friendly venue for faculty to document their achievements in research, teaching, leadership, service, and outreach. UA Vitae is meant to reduce the amount of time and effort faculty spend each year reporting on their accomplishments and increase the accuracy and consistency of their data.

973,109 | Data Entries in 2021

6,113 | Evaluations Completed

13,237 | Scholarly Works in Completed/Accepted Status

119,640 | UAArizona Profiles Views

103,151

New Visitors

16,489

Returning Visitors

UArizona **Faculty Affairs Annual Report**

Year in Review 2021-2022



The Faculty Affairs Annual Report Year in Review 2021-2022 was led by Dr. Andrea Romero, Vice Provost for Faculty Affairs. Dr. Adrián Arroyo Pérez, Associate Director for Faculty Programs led the writing of this report, with support from the Faculty Affairs team, Dr. Judy Marquez Kiyama, Associate Vice Provost for Faculty Development, Dr. Celeste Atkins, Assistant Director for Faculty Mentoring Initiatives, and Kim Rogan, Program Manager, Faculty Affairs. Thanks to Dr. Karen Francis-Begay, Assistant Vice Provost for Native American Initiatives, Dr. Marla Franco, Assistant Vice Provost, Hispanic Serving Institution (HSI) Initiatives, Kevin Bonine, Executive Director, HeadsNETWORK 2020-2021 and Director, AIREs Education Initiatives, and Robbie MacPherson, Principal Enterprise Business Analyst, Information Technology for providing information for this report.

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