APPC Members:
Ronald Hammer, Basic Medical Science (6/16-5/18) CHAIR
Roger Dahlgran, Agricultural/Res Economics (6/10-5/18)
Moisés Paiewonsky, Music (11/10-5/18)
Daisy Pitkin, Honors College (1/08-5/18)
James Sheldon, GPSC (9/16-5/18)
Brad Story, Speech, Language & Hearing Science (7/10-5/18)
Richard Vaillancourt, Pharmacology (6/14-5/18)
Lilly Weyers, ASUA (8/16-5/18)
John P. (Pat) Willerton, School of Gov't/Public Policy (6/10-5/18)
Jerome Wilson (Keaton), Postdoc (11/17-5/18)

APPC will have met 5 times during the 2017-2018 year to review a variety of issues/policies as summarized below.

Summary: Proposed guidelines for track changes from career-track (CT) to tenure-eligible (TE) or continuing-eligible (CE) appointments were reviewed. APPC members thought that the initial draft did not require sufficient review by faculty for CT faculty transferring to TE or CE status. Revised language was proposed to ensure that department- and college-level faculty review is included. APPC Chair worked with Vice Provost Miller to revise the Guidelines.

10/13/17 Action Item: Transfer from CT to TE or CE, non-competitive selection policy. Proposed by: Vice Provost Tom Miller.
Summary: Proposed guidelines for track changes from CT to TE or CE appointments were revised to require review by both departmental and college P&T committees in most cases. The only exception is that college-level peer review may not be required if the review needs to be expedited. The APPC also discussed whether track transfer from CT to TE or CE position should require a search or external letters. UHAP 2.06.14 section 7 states that advancement to a higher title does not require external letters to support the change, and the APPC thought that this provides a reasonable explanation for why submission of only dossier sections 1, 2, 3, 4, 5,
6, and 11 (no external letters) should be required. A discussion followed of issues surrounding the noncompetitive selection policy (UHAP 2.06.14).

1/19/18 Action Item: UHAP 2.06.14 – Noncompetitive Selection Policy  
Proposed by: APPC Chair Hammer.  
Summary: UHAP 2.06.14. Section 2c states that “individuals may be hired without competitive recruitment if they are named in a new employee’s letter of offer.” The APPC members thought that this policy overlooks the process of determining the faculty rank of such named individuals. The APPC proposed that professorial appointments should require the full review process as outlined in Chapters 3.3.02/03 for promotion. Exceptions can be made only by approval of the Office of the Provost, wherein college-level peer review may not be required if the review must be expedited due to time constraints.  
Vote Tally: The Committee voted unanimously to move forward with this policy change. However, further action is deferred pending additional research to ensure that the policy is consistent across campus.

3/29/18 Action Item: UHAP 2.11 – University Policy on Instructional Materials,  
Proposed by: Student Affairs Policy Committee  
Summary: The APPC considered the proposed draft revision to the Policy on Instructional Materials. Minor revisions were suggested including limiting minimization to material conflicts of interest. The proposed revisions were returned to the Student Affairs Policy Committee Chair.

Action Item: UA policy revisions on Paid Parental Leave, Rehire, and Compassionate Transfer of Leave.  
Proposed by: Vice President Vaillancourt, Human Resources  
Summary: The proposed changes in these policies were endorsed by APPC. A question was raised regarding whether 9-month faculty who do not accrue vacation are eligible for Compassionate Transfer of Leave; they are not.  
Vote Tally: The Committee voted unanimously to approve the proposed policies.

Action Item: UHAP 7.01 – Professional Conduct Policies.  
Proposed by: Vice President Vaillancourt, Human Resources  
Summary: A recent draft of UHAP Section 7.01 – Professional Conduct was reviewed. The APPC is generally pleased with the revised Section which adds breadth and detail to our responsibilities. Additional revisions will be made to this chapter before returning to Faculty Senate for additional consideration.

4/20/18 Action Item: Revisions to UHAP 3.2 Annual Performance Reviews of Faculty  
Proposed by: Vice Provost Tom Miller.  
Summary: The proposed revisions provide more flexibility for departments in the use of “peer” reviewers, which the APPC applauds. The APPC is concerned that the terminology “peer” review might imply external peer reviews of scholarship, when what is meant is review by department faculty colleagues. The APPC suggests that a definition be added, such as: “The assessment of performance will include an evaluation by both a peer review committee typically consisting of faculty colleagues in the department, program, or instructional unit and the immediate administrative head.” In addition, the APPC thought that the unit mission also should be considered, for example: “The immediate administrative head, working with the peer review committee, evaluates the faculty member on the basis of information provided by the
faculty member, peer evaluators, students, unit priorities, and such other information as is available...” These revisions were submitted to Vice Provost Miller by the APPC Chair.

**Action Item**: Proposed Revisions to Faculty Titles and Promotion  
**Proposed by**: Vice Provost Tom Miller.  
**Summary**: The APPC recognized that there might be confusion in the proposed revision to UHAP 3.3.03 as to whether this change applies to clinical faculty in ALL colleges or only the colleges of medicine. These revisions were vetted by faculty in the colleges of medicine, but the APPC proposes to survey other colleges with clinical faculty to ensure that they are aware and agree with the proposed revisions on: a) lack of Provost review, and b) the use of a new format clinical dossier, for career-track clinical faculty appointments and promotions.

Respectfully submitted,

Ronald Hammer  
Chair, APPC
Committee of Eleven
Annual Report 2017-18

Dr. Steven Schwartz, **CHAIR** (6/13--5/19), Chemistry/Biochemistry
Prof. Moisés Paiewonsky, **VICE CHAIR** (1/15-5/19), Music
Dr. Matthew Abraham (6/16-5/18) English
Madeline Dunlap (7/17-5/18) ASUA
Dr. Javier Duran (6/15-5/19) Spanish & Portuguese
Dr. Aileen Feng (6/17-5/19) French & Italian
Amanjot Gill (8/17-5/18) GPSC
Dr. John Hildebrand (5/00-5/18), Neuroscience
Dr. Lynn Nadel (6/14-5/18), Chair of the Faculty
Dr. Marcia Rieke (10/15-5/18) Astronomy
Dr. Arthur Sanders (6/16-5/19) Emer. Medicine
Prof. Roy Spece (6/16-5/18) Law

The committee was established in 1947 by President James Byron McCormick to obtain advice from the faculty. When the Faculty Senate and Constitution were established in 1948, the Committee of Eleven was defined constitutionally and membership determined by faculty-wide election. It is unique in higher education governance structures and is independent of other faculty or administrative committees or organizations. The Committee of Eleven is University-wide and does not have a prescribed agenda.

Faculty Constitution Article V, Section 3 provides:

The Committee of Eleven shall:
a. Initiate, promote, and stimulate study and action dealing with and looking toward solution of situations and problems of interest and concern to the faculty and to the University.
b. Make reports to the General Faculty or the Faculty Senate.
c. Speak for the General Faculty as and when authorized by the General Faculty.

The Committee of Eleven’s focus for 2017-201 Academic Year included the following topics:

- RCM third year review, subcommittees – S. Schwartz, M. Paiewonsky, A. Feng, and M. Rieke.
- Faculty annual performance and post tenure review
- Facilities and technology – Karen Williams & Derek Masseth (November 17, 2017)
- University Marketing Plan – Bill Walker, Tony Proudfoot, and Christ Sigurdson (December 1, 2017)
- Appointment and review of upper administration and deans
- Plans for diversity and inclusion on campus
- Strategic Planning process – Lisa Ordóñez (January 26, 2018)
- Senior Vice President for Research, Discovery, and Innovation
- Athletics – Ricardo Valerdi, FAR Representative (April 20, 2018)

In addition we have had multiple meetings with President Robbins, Provost Comrie, Interim Provost Goldberg. This has been a year of significant ferment on campus with the changes President Robbins is bringing to campus. We note that President Robbins and his team have taken the content of our White paper on campus organization seriously. As noted we have been included in the RCM review committees and the Strategic Planning process.

Respectfully submitted,

Steven Schwartz, Chair

Committee of Eleven
THE UNIVERSITY OF ARIZONA
Committee on Academic Freedom and Tenure
Annual Report, 2017-2018

CAFT Members, 2017-18

Committee Members
Dr. Matthew Abraham, Chair English SBS
Dr. Dante Lauretta, Vice Chair Lunar & Planetary Laboratory COS
Dr. Jennifer Duan Civil Engineering ENGR
Mr. Shaun Esposito Law LAW
Ms. Deanna Fitzgerald Theatre/Film & Television COFA
Dr. Jennifer Jenkins English SBS
Dr. Fabio Lanza History SBS
Dr. Diane Li East Asian Studies COH
Dr. John Milbauer Music CFA
Ms. Monica Pastor Maricopa County Office CALS
Dr. Stephen Poe Ag-Biosystems Engineering COA
Dr. Jerzy Rozenblit Electrical & Computer Engineering ENGR

Mission Statement

The Committee on Academic Freedom and Tenure shall have jurisdiction to make inquiry and to conduct hearings in two general areas contained in ABOR 6-201 and 6-301, namely: in regard to those matters contained in the Conditions of Service dealing with the contractual employment relationship between the General Faculty member and the University /Board of Regents; and in regard to any internal matters relating to grievances against or by any member of the General Faculty. The committee shall consider the protection of academic freedom and tenure as a principal obligation.
(Certain preliminary steps for dismissal situations are described in Chapters 3 and 4 of the University Handbook for Appointed Personnel and Sections 6-201 and 6-301 of the University Handbook for Appointed Personnel and Sections 6-201 and 6-301 of the Arizona Board of Regents Policy Manual.)
Hearings
The Committee received one petition in the 2017-18 academic year:

- An appeal of denial of Tenure complaint by an associate professor without tenure based on due process violations was filed with the Faculty Center and was forwarded to CAFT. A CAFT hearing will be held in May 2018 on the matter of whether the tenure review took place in compliance with procedural and substantive due process as outlined in the University Handbook for Appointed Personnel (UHAP) 3.3.02e.

The Chair is grateful for the time and effort of CAFT members, all of whom volunteer for service on this important faculty rights committee.

Respectfully submitted,

Matthew Abraham, Ph.D.
Chair, CAFT (2017-2018)
The Committee on Conciliation received one case this year. In Fall, 2017 a grievance was referred to the Committee on Conciliation by the Grievance Clearinghouse Committee (GCC). The Conciliation Chair (Prof. Ratner) assigned the matter to Committee Members Prof. Becerra and Prof. Kralovec. They met first with the grievant, who was amenable to dropping the grievance if the conciliation achieved useful communication with the party against whom the grievance was lodged and resulted in that person publicly acknowledge their role in the facts on which the grievance was based. Professors Becerra and Kralovec then met with the party against whom the grievance was lodged, and that party was amenable to the grievant's requests. In early Spring 2018 Prof. Ratner replaced Prof. Kravlovec (who had difficulty scheduling face-to-face meetings because of her location in Sierra Vista), and Prof. Ratner and Prof. Becerra engaged the two parties in conversation, identified areas of agreement, and created a written memo of understanding between the parties. Each party reviewed the written memo of understanding, offered suggestions that Prof. Ratner incorporated into the memo, and ultimately each party agreed that the memo accurately reflected the understanding between the two parties. (The memo is on file at the faculty center.) Pursuant to the agreement, the party against whom the grievance was lodged communicated publicly concerning the matters raised in the grievance (apparently to the satisfaction of the grievant, as we have heard nothing further from the grievant on the matter), and the grievant dropped the grievance.

The Chair of Conciliation met several times with the GCC on matters concerning filed grievances. Only the above-described grievance was referred to Conciliation. Several other grievances were evaluated by the GCC but ultimately were not referred to Conciliation. In three of the matter, including the above-described grievance, Prof. Ratner was asked to serve as acting de facto Chair of the GCC because the Chair of CAFT (the true de facto Chair of the GCC) had a conflict rendering the CAFT Chair unable to participate in the GCC evaluation of those grievances.

Submitted by Prof. James Ratner, Chair of Committee on Conciliation
THE UNIVERSITY OF ARIZONA®
UNIVERSITY COMMITTEE ON ETHICS AND COMMITMENT
Faculty Center
1216 E. Mabel St. - PO Box 210456
621-1342 Fax: 621-8844
facultycenter@email.arizona.edu

2017-2018 Annual Report

UCEC Members:
Prof. Paul Bennett (CHAIR) (6/12-5/18) (LAW)
Dr. Julie Ledford (VICE CHAIR) (6/16-5/19) (COM-T)
Dr. Larry Busbea (6/16-5/18) (COFA)
Dr. Patricia Stock (6/17-5/20) (CALS)
Dr. Elizabeth Oglesby (6/16-5/19) (SBS)
Dr. James Watson (6/17-5/20) (SBS)

Ex officio: Mr. Owen Lefkon Research Integrity Officer (RIO)

Mission (from Faculty Constitution, Article V, Section 7)
“The University Committee on Ethics and Commitment shall deal with questions of misconduct in research, scholarship, or creative endeavor; conflict of commitment; and facilities misuse; and receive reports from the Research Integrity Officer. In its deliberations it will use the current versions of the University policies on research integrity, professional commitment and proper facilities use.”

See also the inquiry function of the UCEC as described in UHAP 2.13.09: “Policy and Procedures for Investigations of Misconduct in Scholarly, Creative and Research Activities.”

The committee held two Inquiry Panels during the 2017-2018 academic year. The first Panel investigated a complaint of academic integrity dated June 30, 2017. The Panel investigated and interviewed witnesses. The Panel submitted a report with Findings and Recommendations to Owen Lefkon, Research Integrity Officer on October 6, 2017.

A second Inquiry Panel was convened for an academic integrity complaint dated September 22, 2017. The Panel investigated and interviewed witnesses. The Panel submitted a report with Findings and Recommendations to Owen Lefkon, Research Integrity Officer on December 11, 2017.
The Committee's Annual Meeting was held on August 23, 2017.

Respectfully submitted,

Paul Bennett
Chair, UCEC
Grievance Clearinghouse Committee
2017-18 Annual Report

Committee Members
Matthew Abraham   SBS   Chair, CAFT
Dante Lauretta   COS   Vice-Chair, CAFT (Non-voting)
Mary Beth Tucker  OIE   Office of Institutional Equity
James Ratner   LAW  Chair, Committee on Conciliation
John Leafgren   COH   Faculty Senator
Paul Bennett   LAW  Chair, Committee on Ethics and Commitment

Mission
The Grievance Clearinghouse Committee shall be the faculty committee that accepts faculty members’ written requests for grievance hearings and which determines which committee (Conciliation, Committee on Academic Freedom and Tenure, University Committee on Ethics and Commitment) or process (Office of Institutional Equity) should consider a grievance.

Petitions
The Committee reviewed four petitions in the 2017-18 academic year:

- A complaint regarding a department head’s formal request to a faculty member to cease email communication with other members of the department, characterized as “email pressure,” was filed in October 2017. The matter was forwarded to Conciliation, with the parties coming together and ultimately resolving the dispute through departmental deliberation and discussion about recognizing that academic freedom extends to the use of electronic communication such as email.
- A complaint regarding an Associate Dean’s removal and replacement of a faculty member from a head search committee, even though the faculty member had been elected to the committee by the department, was filed in November 2017. The matter was referred back to the grievant, with the recommendation that the grievant consult with—and find relief through—the College Dean with respect to the Associate Dean’s decision making.
- A complaint regarding a program director’s instructions to a staff member to remove a faculty member from an email distribution list and to rescind the faculty member’s reviewer access to view and evaluate graduate applications was filed in February 2018. The complaint was referred back to the grievant, with the recommendation that the faculty member seek informal resolution with the program director.
• A complaint regarding a program director’s supposed interference with a faculty member’s research, travel, and ability to carry out grant-related activities was filed in April 2018. The complaint was referred back to the grievant, with the recommendation that the faculty member find a feasible resolution through the College Dean.

The Chair is grateful for the time and effort of GCC members, all of whom volunteer for service on this important shared governance committee.

Respectfully submitted,

Matthew Abraham, Ph.D., Chair
Grievance Clearinghouse Committee
2017-2018 Committee Members

Thomas Moon, Postdoc (11/17-5/18)
Shirin Antia, Disability Psychoeducation Studies (9/17-5/18)
Miguel Pacheco, ASUA (8/17-5/18)
Amanjot Gill, GPSC (8/17-5/18)
Stanley Pau, Optical Sciences (6/11-5/16)
Ken McAllister, English (7/10-5/18)
David Pietz, History (6/17-5/18)
Thomas Meixner, Hydrology & Atmospheric Sciences (1/16-5/18)
Marlys Witte, Surgery (6/13-5/18)

No annual report was submitted.
Student Affairs Policy Committee

Annual Report 2017-2018

SAPC Members:
Jeff Stone, Psychology, CHAIR (6/14-5/18)
Cheryl Cuillier, University Libraries-Research & Learning (6/14-5/18)
Devon Degraffenreed, GPSC (8/17-5/18)
Leila Hudson, Middle Eastern & North African Studies (1/18-5/18)
Jalon Jackson, ASUA (8/17-5/18)
Lauri Macmillan Johnson, Landscape Architecture & Planning (7/10-5/18)
Diane Ohala, Linguistics (6/16-5/18)
Theodore Tong, Pharmacy (6/11-5/18)
Kendal Washington White, Dean of Students, ex-officio (8/09-18)

During the academic year 2017-2018, the committee met September 13, 2017; October 16, 2017;
November 13, 2017; December 4, 2017; January 17, 2018, February 14, 2018; March 14, 2018;
and April 11, 2017.

Committee actions:

September 13, 2017:

The Chair welcomed the committee and announced that during the 2017-18 academic year, the
committee would meet one every month to work on new initiatives.

Textbook prices: Members of SAPC worked with the bookstore and with the Provost to produce
an email to instructors about the need to order all books on time in order to reduce the costs to
students. The email was sent on 10/3/17.

Availability of course syllabi during course registration: Met with two leadership members from the
Information Technology to discuss a policy issue regarding course syllabus. Many students are
unable to access course syllabi when they register for classes each semester. After discussions with Jeremy Frunkin, Executive Director of Research Technologies, we presented the issue to the Senate Executive Committee. There is now a SEC subcommittee working on a solution for making syllabi available during registration.

CAPS: Recent losses in counseling staff are causing delays for students who need psychological support. The chair is planning a meeting between Professor Dave Sbarra, director of the clinical psychology program, and the Dean of Students Office to discuss potential new programs that could provide another resource for students who would benefit.

UA Campus Pantry: Members discussed UA Campus Pantry that is organized by the Student Affairs. Campus Pantry helps reduce food insecurity around campus. Members have expressed ways to contribute to the organization and learn more about it. Members plan to meet this academic year with Campus Pantry.

October 16, 2017

Textbook prices: Chair Stone reported that the letter from the Provost encourage on time adoptions of all textbooks was sent on 10/3/17.

UA Campus Pantry: The committee heard a presentation by Kelly Clarken, the Director for Campus Pantry and C. Michelle Sun, the Advisor for Campus Pantry about the problem of food insecurity and the role that the Campus Pantry plays in assisting students who struggle to have enough to eat. The members offered suggestions to help the Campus Pantry's approach to marketing, operations and donor seeking.

Delays in financial aid distributions to students: The Chair reported a meeting he had with Rebekah Salcedo, Ph.D., Director of the UA Office of Scholarships and Financial Aid about longer than usual delays in distributing financial aid to students. The chair agreed to send a letter from SAPC to Joel Hauff, Sr. VP Student Affairs / Enrollment Management, to support a request from the OSFA for more temporary and sustained resources that could help to reduce the delays.

Program and course fees: The Chair proposed that the growth of new program and course fees is creating a burden on lower socioeconomic status (SES) students. Committee members discussed an example of this particular issue. A member shared what other institutions are doing regarding course fees. One proposed solution is to require the creation of scholarships for programs that would then be awarded to the students who show need. The committee planned to take this topic up at a future meeting.

November 13, 2017

Transfer students: The committee heard a presentation by Nicole Kontak, Senior Director for Transfer Curriculum & Transfer Student Center and Anthony Valenzuela, Program Coordinator for Transfer Credit & Articulation Office, about a recent survey results of transfer students on campus. The survey was sent out to approximately 5,000 transfer students across the centers and 905 students (15.8% response rate) responded to the survey. One of the concerns transfer students are experiencing during orientation is not receiving advising regarding their courses. The committee suggested to the Transfer Center to expand information about transfer students at a department level in order to engage with them and understand the unique experiences and needs of transfer students.
Textbook policy: The Chair discussed a request from Tom Miller, Vice Provost for Faculty Affairs, for the committee to examine the use of custom textbook materials. The Chair would provide more information and some materials to the members before the next meeting.

December 4, 2017

Textbook sales: Cindy Hawk, the Assistant Director, UA - Associated Student Bookstore for the UA Bookstore shared a PowerPoint focused on the affordability initiative updates to reduce the cost of course materials for students. While early adoptions are still much higher than in 2016, they dropped from 961 for fall, 2017 to 860 for spring 2018. At the same time, the use of inclusive access instructional materials has gone way up. For example, in the fall 2016 there were seven courses with 2,100 students (4% opted out and 96% choose to purchase). In spring 2017, there were 21 courses with 15 titles and savings were close to $300k. In the fall of 2017, use of inclusive access rose to 341 courses, 435 sections, effecting 22,000 students. This is impressive growth for a pilot program, and it suggests that the campus is making significant progress toward reducing the cost of instructional materials to our students.

Textbook policy: The committee discussed the custom instructional materials policy update request from the Vice Provost for Faculty Affairs. The Chair was going to send by email a revised instructional materials policy to the committee and requested suggestions and feedback before Monday, December 11, 2017.

January 17, 2018

The Chair introduced a new member to the committee, Leila Hudson, Associate Professor in the School of Middle Eastern and North African Studies.

Textbook policy: The Chair reported that he and Cheryl Cuillier (member) worked with Vice Provost Tom Miller to develop the new policy concerning the use of instructional materials on campus, including custom textbooks and online materials. A draft of the new policy was discussed at a meeting with the College Deans on 12/12/17, and at the Senate Executive Meeting on 1/8/18. The Committee discussed further feedback and revisions to the proposal to prepare it for the Faculty Senate on February 5, 2018. C. Cuillier recommended the Assistant Director of the UA Bookstore review the proposal. The Chair agreed and proposed to send the revised instructional materials policy proposal to the committee for further input.

The Vice Chair of the Faculty asked the committee to provide feedback on a draft UA IP Policy. The Committee reviewed and discussed several scenarios of the policy for Scholarly Works in the revised ABOR IP Policy. The committee will request further clarification and provide feedback.

February 14, 2018

Textbook prices: Chair Stone was working on a request to the Acting Provost, Jeffrey Goldberg and ASUA President Matt Lubisich to submit letters of support to faculty for the textbook adoptions deadline for March 17, 2018.

Course syllabus availability: C. Cuillier provided the committee with a meeting update regarding students who raised an issue to allow syllabus to become available at the time of the course
registration. Committee members discussed various options to integrate the course syllabus for students at the time of course registration.

**Textbook policy:** The committee met with Annissa Corsi, Alternate Media Coordinator for Disability Resource Center (DRC) and Barbie Lopez, Accommodation Services Manager for DRC to provide feedback on the instructional materials policy. DRC provided language suggestions to include accessibility for students with alternate learning disabilities. Members discussed the need to increase education training for faculty in order to better understand the challenges that students with disability faces.

Chair Stone provided an update to the instructional materials policy that was presented at the Faculty Senate meeting on February 5, 2018. The outcome from the discussion was split down the middle and several Faculty Senators raised concerns. The committee discussed whether faculty should disclose if they are using their textbook within their course, the need for the policy to support faculty using their textbooks within their class, and the need for guidelines when faculty cannot financially benefit by requiring students to buy their book. The committee also discussed creating a guideline to consider donating the profits and/or reimbursing students directly.

**March 14, 2018**

**Textbook prices:** Chair Stone notified the committee the Textbook Adoption email was distributed to the faculty on March 14, 2018 from the Acting Provost Jeffrey Goldberg. Ideas and suggestions were exchanged for the next round of Early Textbook Adoption announcement.

**Textbook policy:** Chair Stone reported that the revised Instructional Materials Policy was discussed at a Faculty Senate meeting on February 5, 2018. No vote was taken. On March 13, 2018, Stone met with the Vice Provost for Faculty Affairs, Tom Miller to troubleshoot issues that came up in the Senate meeting.

The committee reviewed and provided further modifications to the *Revision of UHAP 2.11: Instructor-Authored Books and Materials Assigned in Classes*. Washington White asked, if once the policy is enforced, how are we planning to educate the students to access their course materials? Possible solutions were exchanged, and Chair Stone would summarize and email the revisions to the committee to provide input.

**April 11, 2018**

**Textbook policy:** The committee met with Vice Provost Tom Miller to discuss the revisions to the textbook policy. The committee discussed policies at other universities, the process of disclosure, the need to discourage the use of custom textbooks, the feasibility of creating a $500 cutoff for disclosure and mitigation of profits, the feasibility of requiring disclosure on the annual conflict of interest form for the university, and plans for seeking feedback from more instructors on campus through public forums and other communication outlets. The committee agreed to bring the next version of the policy for a vote by the Faculty Senate on May 7.

Committee members expressed and thanked the Chair for his effort on this work. Diane Ohala will serve as Chair for the next academic year, 2018-2019. Jeff Stone will be on sabbatical during the next academic year.
Jeff Stone, Ph.D.
Chair, SAPC
THE UNIVERSITY OF ARIZONA®
STRATEGIC PLANNING & BUDGET ADVISORY COMMITTEE
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ANNUAL REPORT 2017-2018

Dr. Randy Richardson (Fall 2017)
Co-Chair, Geosciences
Dr. Allison Vaillancourt
Co-Chair, VP for Business Affairs & Human Resources
Dr. Xubin Zeng (Spring 2018)
Co-Chair, Atmospheric Sciences
Ms. Jessica Baxter (Fall 2017)
GPSC President
Dr. Meg Lota Brown
English
Ms. Melinda Burke
VP, Alumni Relations & President, UA Alumni Association
Dr. Bryan Carter
African Studies
Dr. Andrew Comrie (Fall 2017)
Senior Vice President for Academic Affairs & Provost
Dr. Bill Conway
Mathematics
Dr. Vincent Del Casino
VP for Academic Initiatives and Student Success
Mr. Peter Dourlein
Assistant VP for Planning Design & Construction
Dr. Javier D Duran
Spanish & Portuguese

Dr. Kim Espy
Senior VP for Research and Director AZ Research Laboratories
Dr. Hanna (Johnny) Fares
Molecular & Cellular Biology
Mr. Jim Florian
Associate VP for Institutional Analysis
Ms. Taylor Gee (Spring 2018)
GPSC Representative
Dr. Tannis Gibson
Dean’s Representative, Fine Arts
Dr. Jeffrey Goldberg (Spring 2018)
Acting Sr. VP for Academic Affairs & Provost
Mr. Gregg Goldman
Senior VP for Business Affairs & CFO
Dr. Sabrina Helm
Family & Consumer Sciences
Dr. Samuel Keim
Emergency Medicine
Mr. Matt Lubisch
ASUA President
Dr. Maria Marzinsky
APAC Representative
Dr. Marc Miller
Deans’ Representative, Law

Dr. Lynn Nadel
Chair of the Faculty, Psychology
Dr. Suzanne Panferov Reese
Interim VP for Global Initiatives
Ms. Christina Rocha
CSC Chair
Mr. J.P. Roczniaik
President, UA Foundation
Ms. Lisa Rulney
Associate VP for Financial Services
Dr. Melissa Tatum
Law
Ms. Marilyn Taylor
Senior Assistant VP for Finance & Administration
Dr. Jesús Treviño
Vice Provost, Inclusive Excellence/Sr. Diversity Office
Ms. Kendal Washington White
Assistant Vice President & Dean of Students
Ms. Kathy Whisman
Associate VP & Chief Budget Officer

Staff support provided by Yadira Caballero
COMMITTEE ISSUES AND ACTIONS

SETTING THE STAGE FOR THE YEAR
Early SPBAC meetings focused on collecting input on key questions for the committee to address during the FY 17-18 academic year. Members asked that we address the following issues:

• How can we balance student body growth and maintain academic quality?
• How do we invest in order to realize new revenues?
• How do we evaluate our diversity and inclusion efforts and embed these concepts in the Strategic Plan?
• Are we optimally organized?
• What is our international strategy?
• How can SPBAC encourage bi-directional accountability for the strategic plan?
• How do we create strategies and strategic investments regarding rankings?
• How can SPBAC help guide disinvestments?
• What are our potential sources of new revenue?
• How do we identify a strategic plan that uniquely identifies UA?
• How to use data to improve quality of teaching and retention?
• What is the value proposition for students?
• How do we stand relative to our peers?
• What other information from other universities can guide us?
• How to change the culture?
• Which units are doing well? Which are not? Which units need support?
• What is our community engagement strategy?
• What principles could inform the University Career Architecture Project?
• What are the opportunities and challenges that emerge when we think of ourselves as the leading university in the southwest?
• What does interdisciplinary 2.0 look like?
• How can our strategic plan address our place in history?

These suggestions were used to drive the year’s agenda. SPBAC co-chairs (Randy Richardson and Allison Vaillancourt during the Fall semester and Allison Vaillancourt and Xubin Zeng during the Spring semester) selected the following topics for attention.

University Rankings
In a series of meetings with Marc Miller, Dean of the College of Law; Vincent J. Del Casino, SPBAC member and Vice President for Academic Initiatives and Student Success; Melissa Vito, Senior Vice President for Student Affairs, Enrollment, and Academic Initiatives, Simran Nirh and Javier Escobar from the University Analytics & Institutional Research; Barry Brummund, Assistant Vice President for Strategic Analysis/Projects for the Executive Office of the President; and Jim Florian, Associate Vice President for Institutional Analysis, SPBAC explored the factors included in national rankings and recommended that a formal UA Rankings Committee be formed to ensure that we are doing everything possible and appropriate to document and receive recognition for our efforts.

Information Security
SPBAC welcomed new Chief Information Security Officer Lanita Collette and learned about efforts to increase information security through better practices and infrastructure changes. SPBAC endorsed efforts to require dual factor authentication.
**Marketing**
Tony Proudfoot, Associate Vice President for Marketing, provided an overview of marketing theory and invited SPBAC to consider the importance of a well-defined mission and set of strategic objectives as a foundation for future marketing initiatives.

**Strategic Planning**
President Robbins initiated a university-wide strategic planning effort, and SPBAC was heavily involved. Besides individual members’ direct involvement, SPBAC received regular updates from the Strategic Planning Co-Chairs Lisa Ordóñez and Elliott Cheu, and organized discussions to provide the input.

**Optimal Organization**
Recognizing the importance of organizational structure for UA in general and for the strategic planning in particular, SPBAC organized discussions on the optimal organization, and produced a white paper for future reference. SPBAC discussions and surveys identified themes in three key areas: organizational structures, accountability, and decision making. In the interest of supporting more optimal organization and service delivery, SPBAC made three major recommendations: re-imagine the role of central units, adopt a community-based delivery model, and invest in administrative infrastructure.

**Student Experience**
To gain a better understanding of student experience, SPBAC invited several undergraduate students for in-depth discussions. A short report was prepared to list the key concerns of students on three questions:

1) What do you appreciate most about the University of Arizona?
2) What could we do to build on the facets you appreciate most?
3) What frustrates or disappoints you about the UA?

While most of the concerns should be addressed as part of the University Strategic Planning process, SPBAC also made recommendations for near-term implementation to enhance the student experience and increase student retention.

**Cluster Hires**
There were several cluster hires of faculty members in the past few years to strengthen specific areas. SPBAC recommended that if cluster hires are pursued again, they should emphasize not only research but also teaching and diversity/inclusion.

**University Career Architecture Project**
SPBAC reviewed progress to date on the University Career Architecture Project and made recommendations for ensuring the project’s success.
A Note About Senior Leadership Participation
The FY 17-18 was a year of profound institutional change and SPBAC was fortunate to have regular and active participation by several senior leaders: President Robbins, Senior Vice President for Business Affairs and Chief Financial Officer, Gregg Goldman, and two provosts: Andrew Comrie (9/17-2/18) and Jeff Goldberg (2/18-present).

Allison M. Vaillancourt
SPBAC Co-Chair

Xubin Zeng
SPBAC Co-chair