THE UNIVERSITY OF ARIZONA
ACADEMIC PERSONNEL POLICY COMMITTEE
Faculty Center
1216 E. Mabel St. (PO Box 210456)
621-1342 (Fax: 621-8844)
facultycenter@email.arizona.edu

APPC Annual Report 2016-2017

APPC Members:
Moisés Paiewonsky, Music (11/10-5/17) CHAIR
Alberta Charney, Elier (8/13-5/17)
Roger Dahlgren, Agricultural/Res Economics (6/10-5/17)
Ronald Hammer, Basic Medical Science (6/16-5/17)
Olivia Johnson (8/16-5/17)
James Sheldon, GPSC (9/16-5/17)
Brad Story, Speech, Language & Hearing Science (7/10-5/17)
Richard Vaillancourt, Pharmacology (6/14-5/17)
John P. (Pat) Willerton, School of Gov’t/Public Policy (6/10-5/17)

APPC will have met 4 times during the 2016-2017 year
to review a variety of issues/policies as summarized below.

8/29/16 Action Item: Review and present revisions, improvements, and suggestions regarding E-Cigarette Policy.
Proposed by: Faculty Officers and A. Vaillancourt to APPC and the Faculty Senate.
Summary: Members suggested strengthening the wording around the known dangers of nicotine addiction. The Committee was also told that not all e-cigarettes contain nicotine, but it would be impossible to know which did or did not. The allergy/pulmonary causing effects of the odorant used in e-cigarettes was also discussed. While the smoke may not bother the user, it does impact those around them. The Committee agreed to strengthening the definition of nicotine to add “a known addictive substance” and to have supporting documents explaining that not all e-cigarettes contain nicotine.
Vote Tally: The Committee voted to unanimously support the document with these suggested changes.

9/28/16 Action Item: Work with C11 on RCM and Shared Governance issues; Review and present revisions, improvements, and suggestions regarding Textbook Adoptions and Syllabi Statements.
Proposed by: Faculty Officers and A. Vaillancourt to APPC and the Faculty Senate.
Summary: Discussed with Committee members, their possible participation with the Committee of Eleven (C11). C11 has decided to talk with the deans’ office in each college to try and discover whether Responsibility Centered Management (RCM) is being used transparently in each college and department within a college. The Committee is also gathering information
about each college's bylaws—how and if they are being used and what protections they provide for faculty. Members of APPC volunteered to contact various deans' offices and either speak directly with the dean or with the business managers within a college.

Members briefly discussed the impact on student costs when textbooks are not submitted by the given deadlines set forth by the University Bookstores and the Federal Government. Members questioned whether there could be an enforceable policy that would incentivize faculty to submit their textbook decisions on time and have their required textbooks on the course syllabi when students are selecting classes for the following semester. The Committee also outlined situations that keep faculty from submitting their textbook decisions on time.

**Vote Tally:** The Committee voted unanimously (6/0) to help C11 with their information gathering.

**12/14/16 Action Item:** Review and present revisions, improvements, and suggestions regarding Gender Pronoun Guidelines, Syllabi and Content Warning Advisories, and UHAP Chapter 7. **Proposed by:** Faculty Officers and A. Vaillancourt to APPC and the Faculty Senate. **Summary:** Committee discussed the reason that pronoun usage in the classroom has been brought to the attention of this group. The Committee feels strongly that the proposed wording should remain as a guideline for the foreseeable future and not a policy that would then become a mandate and require consequences that in reality could be unenforceable, because of the need for cultural change and perception. Discussion concerning the correct pronouns followed and it was explained why he/she can be inappropriate and how “they” is becoming commonly used as a singular pronoun. Members also pointed out that having an inclusive campus atmosphere not only affects those already on campus, but those considering coming to the UA.

Members discussed the proposed differences in the current *Notification of Objectionable Materials* and the *Content Advisory Guideline* that was sent to members before the meeting. The Committee and other groups across the campus have been asked to advise L. Nadel concerning the need for the guidelines. Members discussed what pictures, text and video within a course would need to have such an advisory without restricting academic freedom. Members also discussed instances that have occurred within their classes that warranted trigger warnings for students that may have an adverse effect if they were caught off-guard by the content. Members preferred guidelines rather than a policy so that as materials and situations change, professors are not locked into disclosing course content that no longer needs a warning. Members also wanted to be sure that students who may object to how specific course content is presented are still responsible for the course materials and content and may need to discuss their particular issues with the course instructor for alternatives.

Members were asked to look at Chapter 7 of the University Handbook for Appointed Personnel (UHAP). During the meeting members specifically looked at Chapter 7.01 and the initial policy wording that is listed. Members discussed the role of department heads and deans in enforcing the current policy. Palewonsky asked members to look at the whole chapter available below: [http://policy.arizona.edu/university-handbook-appointed-personnel](http://policy.arizona.edu/university-handbook-appointed-personnel) and asked that members talk with colleagues and be ready to discuss additions, clarifications or issue placement within the policy, at the next APPC meeting. Members would like more specific wording concerning behaviors on and off campus. **Vote Tally:** Full consensus from members in attendance.
Respectfully submitted,

Moisés Paiewonsky

Moisés Paiewonsky
Chair, APPC
The Constitution & Bylaws Committee met one time this year. We reviewed changes to the Constitution and Bylaws forwarded to the committee from other committees as well as the faculty officers. All changes were reviewed and approved at the April 5, 2017 meeting and sent forward to the Faculty Senate.

Respectfully Submitted,

Amy V. Fountain, Chair
Constitution & Bylaws Committee 2016-17
Committee of Eleven

Annual Report 2016-17

Prof. Steven Schwartz, **CHAIR** (6/13–5/17), Chemistry and Biochemistry

Prof. Javier Duran, **VICE CHAIR** (6/15-5/17), Spanish & Portuguese

Prof. Matthew Abraham 96/16-5/18, English

Prof. Thomas Boyer (6/15-5/17), Medicine

Prof. John Hildebrand (5/00-5/18), Neuroscience

Prof. Lynn Nadel (6/14-5/17), Chair of the Faculty, Psychology

Prof. Moisés Paiewonsky (1/15-5/17), Music

Prof. Marcia Rieke (10/15-5/18) Astronomy

Prof. Arthur Sanders (6/15-5/17), Emergency Medicine

Ms. Jasmine Sears (8/14-5/17) GPSC

Prof. Roy Spece (6/16-5/18) Law

Prof. Maria N. Zedeno (6/12-5/17) Anthropology

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 2016-2017 Academic Year was on the administrative structure of the University. In particular our topics considered were:

- The upper level administration – we currently have 3 senior vice presidents of academic areas. The Provost, the SVP for Health Sciences, and the SVP for Research all reporting directly to the President of the University.
- The status of RCM and the transparency with which RCM dollars are distributed by the colleges.
- The status of tenure and post-tenure review.

As is its practice, the Committee of Eleven met with key individuals during the academic year to support these inquiries. These included:

Dr. Andrew Comrie, Provost and Senior Vice President for Academic Affairs.
Dr. Kimberly Espy, Senior Vice President for Research and Innovation

As a result of our investigations we have created a White Paper on these topics. It will be presented at the first available senate meeting and available on the C11 website.

Respectfully submitted,

[Signature]

Steven Schwartz, Chair
Committee of Eleven
THE UNIVERSITY OF ARIZONA  
Committee on Academic Freedom and Tenure  
Annual Report, 2016-2017  

CAFT Members, 2016-17

<table>
<thead>
<tr>
<th>Committee Members</th>
<th>Department</th>
<th>College/College of Arts/Music</th>
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<tbody>
<tr>
<td>Dr. Jennifer Jenkins, Chair</td>
<td>English</td>
<td>SBS</td>
</tr>
<tr>
<td>Dr. Michael Brescia, Vice Chair</td>
<td>Arizona State Museum</td>
<td>NON</td>
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<tr>
<td>Dr. Matthew Abraham</td>
<td>English</td>
<td>SBS</td>
</tr>
<tr>
<td>Dr. Jennifer Duan</td>
<td>Civil Engineering</td>
<td>ENGR</td>
</tr>
<tr>
<td>Mr. Shaun Esposito</td>
<td>Law</td>
<td>LAW</td>
</tr>
<tr>
<td>Dr. Walter Klimecki</td>
<td>Pharmacology &amp; Toxicology</td>
<td>PHARM</td>
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<tr>
<td>Dr. Fabio Lanza</td>
<td>History</td>
<td>SBS</td>
</tr>
<tr>
<td>Dr. Dante Lauretta</td>
<td>Lunar &amp; Planetary Laboratory</td>
<td>COS</td>
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<tr>
<td>Dr. John Milbauer</td>
<td>Music</td>
<td>CFA</td>
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<tr>
<td>Dr. Stephen Poe</td>
<td>Ag-Biosystems Engineering</td>
<td>COA</td>
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<tr>
<td>Dr. Jerzy Rozenblit</td>
<td>Electrical &amp; Computer Engineering</td>
<td>ENGR</td>
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<tr>
<td>Dr. Shufang Su</td>
<td>Physics</td>
<td>COS</td>
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<tr>
<td>Dr. Lynda Zwinger</td>
<td>English</td>
<td>SBS</td>
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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 two petitions in the 2016-17 academic year:

- An appeal of denial of Tenure and Promotion complaint by an assistant professor based on due process violations was filed with the Faculty Center and was forwarded to CAFT. A CAFT hearing was held in October 2016 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.

- A complaint from a tenured associate professor alleging due process violations and unlawful discrimination in a denial of promotion to full professor was filed with GCC in November 2016. It was forwarded to CAFT. A CAFT panel reviewed the complaint in January, in keeping with CAFT timelines and accommodating the University shutdown over Winter Break. The panel found that it had no jurisdiction in either matter, given the unique (and confidential) circumstances of this case.

Other Matters

In connection with the second of the above complaints, it became apparent that CAFT procedure manual has not been updated since the Office of Institutional Equity (OIE) has taken the lead in investigating claims of unlawful discrimination. As a result, CAFT and C&B leadership met in early April to discuss possible clarification of CAFT’s mandate when it comes to allegations of discrimination.

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,


Jennifer L. Jenkins, MLIS, Ph.D.,
Chair, CAFT (2015-2017)
THE UNIVERSITY OF ARIZONA®
General Faculty Standing Committee
Faculty Center
1216 E. Mabel St. - PO Box 210456
621-1342 (Fax: 621-8844)

Committee on Conciliation
ANNUAL REPORT 2016-17

<table>
<thead>
<tr>
<th>Committee Members</th>
<th>Department</th>
<th>College</th>
<th>Term</th>
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<tbody>
<tr>
<td>Daniela Zarnescu, CHAIR</td>
<td>Molecular &amp; Cellular Biology</td>
<td>COS</td>
<td>6/15-5/17</td>
</tr>
<tr>
<td>Jamie Ratner, VICE CHAIR</td>
<td>Law</td>
<td>LAW</td>
<td>6/16-5/18</td>
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<td>Faten Ghosn</td>
<td>Government and Public policy</td>
<td>SBS</td>
<td>6/16-5/18</td>
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<tr>
<td>Beth Grindell</td>
<td>AZ State Museum</td>
<td>NON</td>
<td>6/15-5/17</td>
</tr>
<tr>
<td>Patrick Holt</td>
<td>Theatre, Film and Television Art</td>
<td>COFA</td>
<td>6/15-5/17</td>
</tr>
<tr>
<td>Alfred Quiroz</td>
<td></td>
<td>COFA</td>
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The Committee on Conciliation received no cases this year.

In November 2016, a case came to the Faculty Center that was considered by the Grievance Clearinghouse. Dr. Zarnescu (Chair) attended a meeting of the Grievance Clearance Committee, which decided that the case should not go to the Committee on Conciliation but instead, be referred to CAFT for further consideration.

Respectfully Submitted,

Daniela Zarnescu, Chair
Committee on Conciliation 2016-17
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

2016-2017 Annual Report

UCEC Members:
Prof. Paul Bennett (CHAIR) (6/12-5/18) (LAW)
Dr. Jean E. McLain (VICE CHAIR) (6/14-5/17) (CALS)
Dr. Larry Busbea (6/16-5/18) (COFA)
Dr. Julie Ledford (6/16-5/19) (COM-T)
Dr. David E. Nix (6/16-5/17) (PHARM)
Dr. Elizabeth Oglesby (6/16-5/19) (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 one Inquiry Panel during the 2016-2017 academic year. The Panel investigated a complaint of academic integrity dated August 2, 2016. The Panel investigated and interviewed witnesses. The Panel submitted a report with Findings and Recommendations to Owen Lefkon, Research Integrity Officer on September 16, 2016.

The Committee's Annual Meeting was held on September 1, 2016.

Respectfully submitted,

Paul Bennett
Chair, UCEC
Committee on Faculty Membership

THE UNIVERSITY OF ARIZONA®
General Faculty Standing Committee
Faculty Center
1216 E. Mabel St. - PO Box 210456
621-1342 (Fax: 621-8844)

Committee on Faculty Membership
ANNUAL REPORT 2016-17

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Amy V. Fountain, CHAIR</td>
<td>Linguistics</td>
<td>SBS</td>
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<tr>
<td>Michael Brewer</td>
<td>University Libraries</td>
<td>NON</td>
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<tr>
<td>Dale Brenneman</td>
<td>AZ State Museum</td>
<td>NON</td>
</tr>
<tr>
<td>Jonathan G. Tullis</td>
<td>Educational Psychology</td>
<td>COE</td>
</tr>
<tr>
<td>Tom Miller</td>
<td>Associate Provost for Faculty</td>
<td>ex officio</td>
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The Committee on Faculty Membership did not meet this year.

Respectfully Submitted,

Amy V. Fountain, Chair
Committee on Faculty Membership 2015-16
Grievance Clearinghouse Committee
2016-17 Annual Report

Committee Members
Jennifer Jenkins SBS Chair, CAFT
Michael Brescia ASM Vice-Chair, CAFT
Mary Beth Tucker Office of Institutional Equity
Daniela Zarnescu COS 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 one petition in the 2016-17 academic year:

- A complaint regarding a denial of promotion to Full Professor based on due process violations and allegations of unlawful discrimination was filed in November, 2017. The matter was forwarded to CAFT for further consideration.

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,

[Signature]

Jennifer L. Jenkins, MLIS, Ph.D., Chair
Grievance Clearinghouse Committee
SAPC Members:
Theodore Tong, Pharmacy, CHAIR (6/11-5/17)
Cheryl Cuillier, University Libraries-Research & Learning (6/14-5/17)
Lauri Macmillan Johnson, School of Architecture/Landscape Architecture (7/10-5/17)
A. Tim Jull, Geosciences (7/10-5/17)
Enrico Travasani ASUA (8/16-5/17)
Diane Ohalia, Linguistics (6/26-5/17)
Rose Ylimaki, Educational Policy Studies & Practice (6/16-5/17)
Jeff Stone, Psychology (6/14-5/17)
Kendal Washington White, Dean of Students, ex-officio (8/09- )

During the academic year 2016-2017, the committee met September 19, 2016; January 30, 2017 and April 3, 2017.

Committee actions:

The committee met on September 19, to continue the discussion at the suggestion of ASUA President Michael Finnegan about concerns for the cost and affordability of textbooks and course materials to students. The Committee heard from Cheryl Cuillier a report about UA Bookstore Library’s efforts; she stressed the importance of faculty to submit the adoption of textbooks before deadlines. The committee received updated details on the continuing efforts and prospective initiatives to being taken to lower textbook costs and improve access to books for students. The Committee recommended to the Provost that a letter be prepared and sent from him to all faculty encouraging to be on-time (@ early October 2016) with textbook adoption for courses that will begin Spring 2017. The committee will continue to follow up with further discussions on this matter. The Committee received a progress report from Dean of Students Kendal Washington White on the progress of efforts to promote diversity and inclusion at the UA.

The committee met on January 20, 2017 and addressed initiatives that the UA Bookstore has taken with regards to institutional and constituent with textbook ordering and purchasing policies, access to bookstore, library and digital online information resources and materials for students, faculty and staff members. Improvement of submissions for adoptions for the Spring 2017 versus Spring 2016 was reported. While compliance of submitting textbook adoption information is improving for the UA, ASU and NAU are still ahead of the UA.
The committee met on April 3, 2017 and heard from Peggy Glider, Coordinator for Evaluation & Research at Campus Health and Wellness. The committee was given details on methodologies used and the trends observed from the annual Campus Surveys (@ 2002-2016). Preliminary and most recent data on UA textbook adoption initiative for the Fall Semester 2017 show significant gain and improvement with compliance when compared to previous years. This committee will continue to follow up with interest on the commitment to reduce costs and increase affordability of textbooks and course materials for students at the UA.

Respectfully submitted,

Theodore Tong

Theodore Tong,
Chair, SAPC
THE UNIVERSITY OF ARIZONA-
General Faculty Standing Committee
Faculty Center
1216 E. Mabel St. - PO Box 210456
621-1342 (Fax: 621-8844)
Shared Governance Review Committee
Annual Report 2016-17

2016-2017 Membership:
Michael Brewer, CHAIR
Gail Burd, Provost Designee
Jon Dudas, Administration
Javier Duran, SPBAC
Michael Finnegan, ASUA
Mika Galilee-Belfer, Co-Chair SPBAC
Sara Knepper, APAC
Ed Martin, Senate
Tom Miller, Administration
Lynn Nadel, Chair of the Faculty
Moises Paiewonsky, Senate
Randy Richardson, Co-Chair SPBAC
Christina Rocha, CSC

Mission of Committee as Outlined in the Constitution of General Faculty:
The Shared Governance Review Committee addresses issues regarding the implementation and functioning of the procedures contained in the Shared Governance Guidelines and Agreements as may be entered into from time to time. It will establish and maintain processes to (1) review compliance with the agreement, (2) examine ways in which apparent breaches of the agreement can be addressed, and (3) consider possible extensions of the agreement. It is the body to which members of the University community can bring particular shared governance concerns, and it will also examine whether the agreement has been violated or is in need of clarification or modification.

2016-2017:
The Shared Governance Review Committee did not meet this academic year.

Respectfully submitted,

Michael Brewer, Chair
Shared Governance Review Committee
THE UNIVERSITY OF ARIZONA
STRATEGIC PLANNING & BUDGET ADVISORY COMMITTEE
Faculty Center
1216 E. Mabel St (PO Box 210456)
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facultycenter@email.arizona.edu
ANNUAL REPORT 2016-2017

Dr. Mika Galilee-Belfer
Co-Chair, SBS Administration

Dr. Randy Richardson
Co-Chair, Geosciences

Dr. David Armstrong
Surgery

Dr. Meg Lota Brown
English

Ms. Melinda Burke
VP, Alumni Relations & President, UA Alumni Association

Dr. Bryan Carter
African Studies

Dr. Andrew Comrie
Senior Vice President for Academic Affairs & Provost

Dr. Vincent Del Casino
Vice Provost Digital Learning/ Student Engagement

Mr. Peter Dourlein
Planning Design & Construction

Dr. Javier D Duran
Spanish & Portuguese

Dr. Kim Espy
Office for Research, Discovery & Innovation

Dr. Hanna (Johnny) Fares
Molecular & Cellular Biology

Mr. Michael Finnegan
ASUA

Mr. Jim Florian
Associate VP for Inst. Analysis

Mr. Gregg Goldman
Senior Vice President for Business Affairs & CFO

Dr. Sabrina Helm
Family & Consumer Sciences

Mr. Mike Jonen
Medical Admin & Finance

Dr. J.P. Jones
Deans' Representative, SBS

Ms. Amy McClure
APAC Representative
Budgets-Financial Analysis

Dr. Marc Miller
Deans’ Representative, Law

Dr. Lynn Nadel
Chair of the Faculty, Psychology

Mr. Mike Proctor
Vice President for Global Initiatives

Ms. Christine Rocha
CSC Representative
AZ State Museum

Mr. J.P. Rocznia
UA Foundation

Ms. Carla Stoffle
Information Resources & Lib Sciences

Ms. Marilyn Taylor
Senior Assistant VP, Finance & Administration

Dr. Jesús Treviño
Vice Provost, Inclusive Excellence/Sr. Diversity Office

Mr. Jude Udeozor
GPSC Representative

Dr. Sue Umashankar
Eller-Marketing

Dr. Kasey Urquidez
Enrollment Management

Dr. Allison Vallancourt
VP, HR & Institutional Effectiveness

Ms. Kathy Whisman
Assistant Vice President for Budget

Dr. Xubin Zeng
Atmospheric Sciences

Staff support provided by Barb Kuehn
COMMITTEE ISSUES AND ACTIONS

BUDGETING
FY17 was year 2 of RCM’s 3-year opening run; a deep-dive evaluation is scheduled for Year 3. SPBAC recognized that RCM has produced transparency at some levels of administration, and has incentivized innovation, thoughtful space utilization, and growth. However, RCM has also created uncertainties, particularly at the levels below the RCU, specifically around the relationships between SCH contributions and unit investments. SPBAC recommended the reconvening of an RCM oversight committee for early Fall 2017, to include a broad selection of campus constituents, to examine governance, the relationship between RCM and all-funds budgeting, and how RCM acts to incentivize (or not) the priorities laid out in our strategic plan. SPBAC also provided the administration with a set of budget priorities for FY18.

STRATEGIC PLANNING
With the recognition that a new President will likely elect to revisit and refresh the University’s strategic plan, and in response to student requests made in Spring 2016, SPBAC this year focused on recommending changes to Never Settle to (a) better reflect our institutional values and (b) establish a clear precedent for the incoming administration. To these ends, SPBAC members made recommendations to include more intentional references to diversity and inclusion, including to Inclusive Excellence, throughout the plan, including on the Never Settle splash page on the UA website and in each of the four pillars.

SPBAC continued to encourage members of the Provost’s Diversity Coordinating Council and the President’s Diversity Task Force to provide recommendations for integrating a Diversity Strategic Plan with the broader institutional plan, to the benefit of both plans.

RESEARCH
SPBAC members learned from the Office of Research, Development, and Innovation that the number of unique principle investigators is growing year to year; that new investments moving forward are focusing on Global Research Alliances; Arts, Culture, and Heritage; and there is a focus on Interdisciplinary Philanthropy.

ENGAGING/STUDENT EXPERIENCE
SPBAC focused largely on structural opportunities to improve the student experience, based on considerations of fiscal return on investment and values-based priorities – particularly around both retention and graduation. SPBAC concluded that investments and resources should be directed specifically to retention and graduation, including in academic advising, early intervention programming, and student success infrastructure; to revitalization of support services for diverse student populations; to investment in financial aid, particularly as needs intersects with retention data; and to classroom improvements and increased utilization of space.

SPBAC also engaged in discussion around the objectives that our various distance-, online-, and outreach-related courses, programs, and offerings (UA South, UA Online, etc.) have to meet different student, state, and institutional needs, and heard about the upcoming accreditation review, in particular investments the UA is making to ensure clear learning objectives for all courses, including general education.

VISIONING & PREPARATION
In anticipation of new Presidential leadership, SPBAC emphasized the importance of establishing more outcome-based (real data) evaluations of the various investments attributed to the priorities laid out in our institutional strategic plan.

R M Richardson
Randall Richardson

Mika Galilee-Belfer