1. **CALL TO ORDER**

The meeting was called to order by Vice Chair of the Faculty Michael Brewer at 3:02 p.m. in the Old Main Silver and Sage Room.


Absent: Senators Aleamoni, Armstrong, Brock, Cuello, Dahlgran, Harris, Hildebrand, Jull, Miller, Najafi, Netherton, O’Keeffe, Paiewonsky, Rees, Ritter, Smith, Snyder, R. Vaillancourt, Valeri, and Yeager.

Vice Chair Brewer acknowledged incoming Senators Abraham, Breci, Brock, Cox, Felix, Finnegan, Hazen, Jull, Meixner, Netherton, O’Keeffe, Paiewonsky, Rees, Ritter, Spece, and Sun.

Brewer announced that the Senate meetings were now going to be audio streamed for members of the General Faculty, and microphone use was essential in order to be heard. The Faculty Governance website is up and running and all Senate meeting information is available online. Rosters for all committees with direct email access for committee members is also available.

2. **APPROVAL OF THE MINUTES OF MAY 11, 2015**

The minutes of May 11, 2015 were approved with one abstention.

3. **QUESTION AND ANSWER PERIOD FOR ASUA, GPSC AND APAC REPORTS**

There were no questions.

4. **REPORT BY PROVOST COMRIE**

Comrie reported that as of July 1, 2015, Responsibility Center Management (RCM) is live. The RCM’s implementation will be kept isolated from the legislative budget cuts. Budget Principles developed by the Strategic Planning and Budget Advisory Committee (SPBAC) were given to the college deans with their budget planning packets. The cluster hiring process is underway, and letters in response to the proposals are in process of being sent out. Goals for the Provost’s Office include making sure that the RCM details and support goals are carried through. Internet Technology security has been at the radar forefront with hacking incidents and compromised web presence from individuals as well as foreign governments. The UA Foundation has had some leadership changes. The UA Foundation and University are continuing strong fundraising efforts.

5. **REPORT FROM PRESIDENT HART – SENIOR ASSOCIATE TO THE PRESIDENT AND SECRETARY OF THE UNIVERSITY, JON DUDAS FOR PRESIDENT HART**

In President Hart’s absence, Senior Associate to the President and Secretary of the University, Jon Dudas reported that ABOR will generate a brief strategic plan with a goal to better maneuver the state-wide enterprise with policy makers and legislators. ABOR will direct people looking for detailed plans to look to the universities. For the University of Arizona, this means the Never Settle strategic plan. This promotes the mission differentiation of each of the three public universities in Arizona. Secondly, senior ABOR leadership and the Presidents of the three in-state Universities have met with the Governor to discuss a new plan to better fund higher education. The new plan for the enterprise includes funding exclusively with resident FTE’s. Under the new model, the goal would be to have simple, reliable and stable funding formulas for student growth. The plan currently in place for all three Universities is no longer energizing the legislature, and the Governor suggested creating a new plan to gain more legislative support. Thirdly, ABOR is working with the Universities on Regulator Reform which will allow for more flexibility and incentives for each University to be innovative with running its own business. This includes full retention of tuition and fee collections for each University. Authorization to issue commercial paper and obtain commercial lines of credit, and healthcare benefits redesign are topics for future ABOR agendas.
6. **QUESTION AND ANSWER FOR PROVOST, PRESIDENT AND FACULTY OFFICER REPORTS**

Questions and comments included: 1) Senator M. Witte asked Comrie about General Faculty involvement in the process of the cluster hires. Announcements of the cluster hires were not received by many colleagues, and the processes for review and selection were never conveyed. Witte made a distinction of elected faculty involvement in the process, as opposed to appointed faculty by the administration.

Comrie responded that the Request for Proposals process was initiated in late fall of 2014 and memos were sent to the entire campus including all faculty via the listserv. Forty-two proposals were received involving five to ten faculty per proposal including faculty from most colleges, but the proposals received were not from Health Sciences specifically. The review process involved committees of seven or eight faculty in the appropriate areas, and then a final review was done of each proposal that was sent forward from the initial review committee. Nadal said that individual faculty were asked for submission of proposals, not through department heads or deans, which bypassed the regular process. The process was faculty driven. 2) Senator Ghosh conveyed that some faculty felt left out of the proposal process, while others embraced the idea. More recently, invitations were extended to the relevant faculty after proposals were approved in respective areas. Ghosh raised the issue of pervasive low morale among faculty which may have been a major contributor to non-involvement of many faculty. Comrie said that at the start of RCM $25M of new dollars were in the colleges as of July 1, 2015. The total bill for the cluster hiring process will be $4M per year with twenty-eight faculty positions in play. At the September 2, 2015 SPBAC meeting, there will be a short presentation on the University budget that may give a better sense of the cluster hire proportions. 3) Senator Martin asked Dudas about in-state FTE’s and if the other Universities support this proposal. Dudas replied that the three University Presidents, along with the President of ABOR, are all in agreement with moving this issue forward. 4) Nadal asked if the money mediated from the state is solely based on in-state students/tuition, what will be the driver as to where the UA obtains its students. Dudas replied that there would be more incentive to acquire more in-state students, but there will not be enough of a subsidy or funding from the state to make it profitable. Comrie said that an average UA undergraduate student costs $15-16K to educate and the UA receives $11-12K per in-state student. Out-of-state students pay $30K for tuition. 5) Senator Silverman asked Comrie about salary increases. Silverman, now retired, said that salary increases don’t affect him, but to his knowledge, the only people at the University receiving bonuses or raises are the coaches and the President. Prior to retirement, Silverman said that pay raises were virtually non-existent. Comrie asked Senators for a show of hands with the question, “if money was set aside for salaries, and you could only vote for one, would you choose the money to be spent on new/replacement hires or pay raises for current faculty?” By a show of hands, the consensus was split. Comrie explained that the cost-of-living raises from the state to state agencies no longer exist. Two years ago, the UA implemented a 2% salary increase and last year a 1% increase. Across-the-board raises being unpopular, the deans, at that time, were in charge of delegating where the money was given. An RCM discussion is whether or not an 8% salary increase be allocated into each college/department’s budget. Nadal asked Senators if they would like to have the Faculty Officers make it a priority to concentrate on faculty pay raises over this next year, keeping in mind that the money will be taken from a University source. Vice Provost Tom Miller added that substantial systemic raises are given each year to faculty who are considering leaving the University. M. Witte said that cost-of-living increases from the state used to be 8%, and when it dropped to 5%, there was a vote in Senate to allocate those increases across-the-board instead of by merit. Comrie mentioned that with the help of the Non-tenure Track (NTT) ad hoc committee, salaries for NTT track faculty were adjusted and raised to a more competitive level (in the English Department?)


[Motion 2015/16-1] was seconded and approved unanimously and is detailed at the end of these minutes.

8. **ACTION ITEM: SENATE APPROVAL TO IMPLEMENT AN AD HOC COMMITTEE ON INFORMATION TECHNOLOGY (IT) – MICHAEL BREWER, VICE CHAIR OF THE FACULTY**

Brewer explained that the Senate Executive Committee discussed the possibility of creating a Senate Information Technology ad hoc committee. Membership would be vetted through the Senate Executive Committee and announced at the October 2015 Senate meeting.

Senator Fountain asked for clarification on the agenda where it lists the agenda item as “Internet Technology” or if it should list the item as “Information Technology.” Brewer confirmed that the committee would be looking in the Information Technology issues. [Motion 2015/16-2] was seconded and approved unanimously and is detailed at the end of these minutes.

11. **OPEN SESSION**

Senator Silverman wanted to speak to the Senate in Open Session about Open Session. Silverman remembers when Open Session was created, allowing both Senators and non-Senators to come to Senate to present any issue. The Open Session used to be at the beginning at the agenda so people could come and immediately say what they wanted to say and leave and not have to sit through more than half a Senate meeting. Now the Open Session is listed toward the end of the agenda and currently, fifty minutes to an hour pass before anyone can speak in Open Session. Silverman would like the Senate Executive Committee to reconsider moving Open Session back to the beginning of the meeting. Nadal responded that the reason Open Session was moved to the latter part of the Senate agenda was precisely so the opening of the Senate meeting remained positive and not to disrupt the flow of the meeting by dropping a bombshell. M. Witte stated that since Open Session was now open for discussion, disruption is important. Witte agrees with Silverman. Nadal asked for a count of Senators who would prefer the Open Session be moved back to the beginning of the meeting. The count was equal among Senators. Secretary McKean announced that the Faculty Governance Handbook is now available online.

12. **INFORMATION ITEM: A STRUCTURED DISCUSSION AMONG SENATORS ON RESEARCH AND DISCOVERY – SENIOR VICE PRESIDENT FOR RESEARCH AND DISCOVERY KIMBERLY ESPY AND CHAIR OF COMMITTEE OF ELEVEN, STEVEN SCHWARTZ**
Schwartz opened the discussion and explained that last year, the Committee of Eleven became concerned about the research mission at the University. A subcommittee was formed with Peter Strittmatter as Chair, John Hildebrand, Doug Jones and himself as members to focus on creating a White Paper due to the fact that the UA nears the bottom of the American Association of Universities’ list for federal grants among our peer institutions. What the Committee of Eleven tried to do was set out some approaches to remedy the fact that the UA was waning in the research arena. In 2006 the UA was 20th in research expenditures and in 2011 the UA was 30th in the country. The UA has an aging faculty; 25% of the faculty are over the age of sixty and greater than 50% are over the age of fifty. The group of faculty at the University who are most successful for generating grant dollars are the older faculty population. Metrics for retaining and recruiting stellar research faculty have already been discussed earlier at this meeting with low salaries bringing the UA in last. The main problems are the State of Arizona will not triple its budget in the next year, nor will success rates from the federal granting agencies triple in the next year. Success rates on federal grants will only increase as the quality of applications increase. Reallocation of monies at the University is a most warranted necessity. The White Paper is on the Committee of Eleven webpage at:
http://facultygovernance.arizona.edu/sites/facgov/files/white_paper_for_website.pdf

Espy commended Schwartz and the Committee of Eleven for their work on the White Paper. The UA is a top twenty public research university in terms of research expenditures. Dollars are a proxy for excellence in scholarship freedom activity across campus and are easy to count. The Office of Research and Discovery takes seriously its responsibility in facilitating scholarship creative activity and research across campus. When Espy arrived at the UA in FY14, the UA was committed to $588M in research spread out over 3,270 projects. When thinking about growing the research enterprise, faculty must realize that the federal budget of available dollars is shrinking. Sponsored expenditures require that a higher percentage of the available dollars are secured. More and more dollars are becoming available in the area of grand challenges, and the research agenda is driven toward solving specific topics. The funding agencies now expect faculty to collaborate in teams both inside and outside the University to solve grand challenges. The end result expected by the funding agencies is to ultimately report outcomes of the research to Congress. The Vice President for Research and Discovery Office has established a Research Development Services Network in order to aid faculty in the acquisition of large proposals. Since June 2014, the network has assisted in over $143M in proposals. The network has also been instrumental in the Society for Technical Communication awards, and secured two out of the twenty-six slots for the UA. Other achievements have been sponsored workshops, early career awards, and partnering with the UA Confluencenter to raise the visibility in the arts and social sciences. Funding mechanisms are in place for faculty who would like to bring in an external speaker, accelerate awards to bring together teams to develop pilot data, and operationalizing to assist in managing large projects.

Many universities’ philanthropy is a huge source of seed funding to develop new ideas and support faculty. There are many new opportunities with respect to different models in philanthropy. Conversations have begun with the UA Foundation in looking at new ways to raise money for Interdisciplinary research endeavors that are complementary to the UA’s college-based funding structure. The UA Foundation is surveying its peers for best practices and hopes to incorporate targeted areas identified in Never Settle. The Committee of Eleven White Paper identifies developing additional interdisciplinary units that capitalize on external opportunities. The Water and Energy Sustainable Technology Center is partnered with Pima County and is co-directed by Senator Shane Snyder in Engineering and in the College of Agriculture and Life Sciences. The Center is a unique partnership for public utilities to develop and evaluate new water treatment, energy minimization, and contaminant monitoring. A business development arm procures industry contracts and funded research. Examples include road-mapping retreats in the areas of defense and security, space systems, water/arid energy/environment, and population health and health outcomes. The cluster hire process was used in conjunction with the Research Advisory Council for faculty who participated in the proposal submission and solicited nominations from deans, directors and department heads.

Industry leads the way for research and development, and the UA is seeking new partners in industry to increase local-to-global impact. A new Associate Vice President for Business Development has been recruited and is charged with procuring contracts for faculty at the University and broadening college-level interactions at the institutional level. Several industry partnerships have been announced recently; The National Manufacturing Initiative, AIM Photonics, Uber, and Flexible Hybrid Electronics Manufacturing Innovation Institute.

The Info Structure of the Office for Research and Discovery has been historically composed of two main elements; compliance and safety, and sponsored projects. The organization has been restructured to focus on opportunities using a solution-oriented approach. A Core Facility Initiative will broadly enable cutting edge science, and is geared around faculty user committees to articulate need. Core facilities will maximize benefit of equipment investment to faculty, and universities that have well-organized core facilities are often times a portal for industry collaboration. Associate Vice President for Research, Neal Armstrong is leading this initiative. Total research expenditures for FY15 are up from FY14.

Questions and comments included: 1) Schwartz mentioned large (organizationally) agency-driven grants. The National Institutes of Health and National Science Foundation have short attention spans. Grand goals the organizations create have a five to ten year life-span, and many times, the large pots of money that are funded often disappear before that time. Most of the larger revenue-generating grants have been initiated by single investigators. Espy responded that the faculty research lifespan evolves over time, and often times research teams are most competitive among individuals who have successful track records. A rich mix is important. 2) Ghosh wanted to know where the money is coming from to fund new projects. Espy said that the recent budget cut reduced her operating costs by $1M. With that cut, specific resources are now directed specifically towards research development. Ghosh asked about the federal budget authority budget diminishing, what is the effect on the UA. Conrie said that with the development of Never Settle, increased funding in research support was written into the plan. The direct amounts going into the budgets are a little higher than a year or two ago. Compared to twenty to twenty-five years ago, the University budget is larger now. 3) M. Witte talk about faculty governance law, and that the law states that through elected faculty committees, the faculty should be exercising its voice in policy setting. Regarding the faculty committees that interact with the Office of Research and Discovery, Witte was elected to one in the College of Medicine and also sits on the Research Policy Committee. Neither committee has met in the last year. Many circumstances arise where the committees can offer a decisive, informational or advisory role in
the many processes surrounding research. In many instances, the University can choose only one grant to go forward. The committees that make that decision are not faculty committees. The cluster hire correspondence was never received by the General Faculty. What core facilities are selected and who will get to run them? The General Faculty can be very helpful in this area. The Three-Day-Offender secret list naming faculty who didn’t submit grant applications on time is still out there and one person on that “offender” list was awarded a $1M grant. Witte has focused her attention on training grants, allowing ninety-two students to do research at the Health Sciences Center. Nadel responded that the Research Policy Committee has been inactive in the past couple of years and he has every intention of reinvigorating the committee with engaged members and a new chair. Espy responded that there is a policy pertaining to the Office of Science Technology and Policy Guidelines of Open Science and the requirement to deposit publications into PubMed, and all federal agencies will adopt this new policy. The institution has an obligation as well, and this is something that the Research Policy Committee can weigh in on. 4) Senator Fregosi asked about indirect costs, and kicking back more money to the units and investigators bringing in the money in order to incentivize research. Espy said that Facilities and Administration reimbursement for indirect costs is different for each college, and with the RCM model, the rate is now lower. Espy encourages discussion at the departmental/local level, although there have not been automatic increases and this issue is a constant management challenge. Comrie said with RCM, 100% of the indirect cost money goes back to the colleges. Previously, the breakdown was a 75%/25% split. Employee Related Expense (ERE) rates are paying for students’ healthcare and tuition. 5) Senator Russell asked about the UA Foundation and other support research, is there any coordination between the UA Foundation and the Vice President for Research and Discovery’s Office. Espy responded that the UA Foundation is looking at other peer institutions to find out what successful models can be implemented. 6) Parliamentarian Mutchler said that he was a member of the College of Humanities, and although he is aware that the funding for the Humanities will be a small percentage of the research expenditures, but nothing seems to be addressed to the arts, social sciences or humanities with respect to the research mission. Espy replied that the UA’s Never Settle addressed the intersection between the campus’ research grants and the federal agency opportunities in terms of the large scale, and one of the unfortunate byproducts was that the outstanding work in the arts community weren’t as prominent as they could be. A partnership with The Confluencenter has been assisting with this goal. A new research development associate will be working specifically with the arts/humanities colleges and departments in support of these goals. Espy urged Senators to please contact her office if any of the faculty’s goals are not being met.

13. OTHER BUSINESS

There was no other business.

14. EXECUTIVE SESSION

15. ADJOURNMENT

There being no further business, the meeting adjourned at 4:48 p.m.

Barbara McKean, Secretary of the Faculty
Jane Cherry, Recording Secretary

Appendix*

*Copies of material listed in the Appendix are attached to the original minutes and are on file in the Faculty Center.

1. Minutes of May 11, 2015
2. Report from Faculty Officers
3. Report from the GPSC
4. Report from APAC
5. Report from the Provost
6. Report from the President
7. 2016-2017 Senate and Senate Executive Committee Schedules
8. PowerPoint on the Research Mission at the UA

Motions of the Meeting of August 31, 2015

Motion 2015/16-1 Approval of the 2016-2017 Senate and Senate Executive Committee schedules. Motion was seconded and passed unanimously.

Motion 2015/16-2 Approval to implement a Senate ad hoc committee on Information Technology. Motion was seconded and passed unanimously.