

**MINUTES  
FACULTY SENATE  
JANUARY 29, 2024**

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**1. CALL TO ORDER [00:00:08]**

Presiding Officer of the Faculty Senate, Mona Hymel, called the January 29, 2024, Faculty Senate meeting to order at 3:00 PM in Silver and Sage and via Zoom. Secretary Dysart was also present.

**Present:** Senators Bernick, Braitberg, Braithwaite, Brochin, Cai, Casey, Cheu, Cochran, Coletta, Cooley, Cui, Dial, Domin, Downing, Dysart (Secretary), Eckert, Fellous, Fink, Gerald, Gordon, Gregory, Guzman, Harris, Heileman, Hudson (Chair), Hymel (Vice Chair), Jones, Knox, Leafgren, Little, Marx, Medevoi, Meyer, Nelson, Neumann, O' Leary, Ottusch, Pace, Pau, Rafelski, Rankin, Robbins (President), Rocha, Rogers, Russell, Schulz, Schwartz, Senseney, Simmons, Slepian, M. Smith, J. Smith, Spece, Stegeman (Parliamentarian), Stephan, Stone, Su, Torres, Tropman, Waddell, Werchan, T. Williams, Willis, M. Witte, R. Witte, Wittman, Zeiders, Ziurys.

**Absent:** Senators Anderson (GPSC Rep), Barron (ASUA Rep), Buxner, Grijalva (ASUA Rep), Kandel, Rodrigues, Sanchez, M. Williams, Yoon (GPSC Rep).

**2. ACTION ITEM: APPROVAL OF THE AGENDA – VICE CHAIR OF THE FACULTY, MONA HYMEL [00:00:55]**

Vice Chair Hymel stated there were a couple of items added to the agenda after the Senate Executive Committee meeting. Vice Chair Hymel stated New Business Item B: Resolution on Shared Governance and Old Business Item 8B: RII Centers such as Astrobiology were added to the agenda.

- Senator R. Witte moved [**Motion 2023/24-29**] to approve the agenda as amended. Motion was seconded. Motion passed by unanimous consent.
- Secretary Dysart asked why New Business Item B: Resolution on Shared Governance was not brought to the Senate Executive Committee. Secretary Dysart stated she is aware of why Old Business Item 8B was added as this was on a previous agenda.
- Vice Chair Hymel stated her understanding is it was added due to timing, and she only became aware of the item the previous night when it was added to the agenda. Vice Chair Hymel stated she is not sure the Senate will get to the item.

**3. ACTION ITEM: APPROVAL OF THE MINUTES OF THE DECEMBER 4 AND DECEMBER 11, 2023 FACULTY SENATE MEETING [00:03:33]**

Chair Hudson moved [**Motion 2023/24-30**] to approve the December 4 and December 11, 2023 minutes. Motion was seconded. Motion passed by unanimous consent.

**4. OPEN SESSION [00:04:15]**

**Director of Communications, General Education, Dr. Ryan Winet [00:04:45]**

Three announcements from the Office of General Education

1. The only Quick Start Live Online Session for the semester will be offered from February 5th through March 1st. Quick Start is a minicourse that helps general education course proposers develop their course proposals.
2. Elaine Marchello is seeking out volunteers who might be willing to share artifacts for the 2023-2024 ABOR Critical Thinking Assessment.
3. Save the Dates: Two forums for faculty to discuss civic learning in general education and its assessment on February 14th and February 22nd. Location TBA soon.

**Senator Ted Downing [00:07:30]**

We've heard the spin. Our financial perils are not due to the UAGC, admin bloat, or the athletic department stepping out of bounds. Rather, bad-nasty, undisciplined colleges and units overspent, or a creepy mysterious budget algorithm ate our homework. Faculty and public demand for heads on pikes may be outstripping the pole supply. Pressures for solutions before the audits are forcing cliché-like, vacuous suggestions - like "centralization" and "modernization."

The UA already ranks high on the centralization ladder. But the critical rungs of transparency and accountability are missing.

Later in this meeting, I will propose a *transparency and accountability mechanism for the Senate* to work on, hopefully in collaboration with President Robbins. The mechanism is intended to begin to end decades of private off-budget wheeling and dealings at the expense of common interests. Elected faculty College Senators report proposed off-budget expenditures that may impact the rest of the university. To repeat: elected faculty Senators will be tasked with reporting proposed off-budget expenditures that may impact the rest of the university. At-large Senators will deal with all non-college units, including Centers and Institutes. All Senators will receive Other Professional Compensation (OPC) or release time for their work. Yes, it costs money to save money, but not nearly as much as external consultants or redundant CFOs. I look forward to this proposal being vetted by the Senate.

#### **Senator Joellen Russell [00:09:45]**

My name is Joellen Russell and I'm a senator and a Distinguished Professor in the Dept of Geosciences. I'm here today to convey my profound dismay that the RFP for the renewal of our shared supercomputing facility has failed due to a lack of budget commitment from our then-CIO, Barry Brummond.

What this means is that the end of support for our shared high-performance computing storage is Sept 2024, and the end of support for our shared supercomputer hardware is April 2025.

Our shared supercomputing facility is a wonder: it serves the entire campus including faculty, staff, and students. We built it together, stone soup-style, rather than pay-to-play as done at most other universities – our UA Research Computing Governance Committee (full disclosure, I'm the founding and current Chair) has supported and guided the growth of our shared HPC facilities since 2010. Without the current RFP:

- Researchers with current money to purchase additional HPC capacity cannot do so (at least 25 faculty researchers that we know about – including me!)
- We will not keep pace with compute-intensive research growth – we have more than doubled the number of faculty researchers and active users on the HPC systems since FY20, and the number of active root awards by researchers utilizing our HPC systems has increased from ~1400 in FY20 to over 2000 in FY23.
- Reduced ability to support AI/ML, LLMs, and other research that requires newer compute and accelerators – demand already outweighs availability.

Whether you are running climate models like I am, or folding proteins, or measuring black holes, or building an app, or piecing together satellite data of floods, or analyzing tweets or ancient texts: our shared supercomputing facilities are the genius workhorses that make everything easier and accelerate every discovery.

I rise to protest our unilateral disarmament in the face of our competition and the challenge of the future, the undiscovered country.

#### **Senator Steve Schwartz [00:12:39]**

I am here for the exact same reason as Senator Russell. I am one of the largest users of supercomputer centers and am also one of the largest investors in these for the past ten years. I have spent over \$1 Million on adding resources to the center. I'll be completely honest with everyone in this room, if a new one is delayed by a year or two, my research group will survive. We won't go under. There is a question of priorities. I'll give you one example that I would like everyone to think about.

I, like everyone else, was watching the President's meeting this afternoon and we saw a list of spending units. We saw the athletic department overspending by a certain amount, and we saw all of the colleges in aggregate overspending by a certain amount. That number is representative of thousands of faculties, and tens of thousands of students. Compare that to athletics. I want everyone in the room to know I am a bug fan of athletics, I have season tickets to basketball, I go to football games, I don't want to see it go away. I do want to see us do what President Robbins said, which was reprioritize what we're doing and focus on the mission of the University.

5. **Action Item: Consent Agenda – [B.S. in Neuroscience](#) and [ABOR Summary](#), [B.S. in Artificial Intelligence](#) and**

[ABOR Summary, B.S. in Nursing – Collaborative Education](#) and [ABOR Summary, B.A. in Molecular and Cellular Biology](#) and [ABOR Summary, M.S. in Marriage and Family Therapy](#) and [ABOR Summary, M.A. in Sport and Recreation Leadership](#) and [ABOR Summary - Chair of Undergraduate Council, Holly Nelson, and Co-chairs of Graduate Council, Hong Cui and Sanlyn Buxner \[00:14:22\]](#)

Vice Chair Hymel stated the consent agenda items include several program approvals for a number of bachelor's and master's degrees. Vice Chair Hymel asked for a motion to approve.

- Senator M. Smith moved **[Motion 2023/24-31], [Motion 2023/24-32], [Motion 2023/24-33], [Motion 2023/24-34], and [Motion 2023/24-35]** to approve the Consent Agenda. The motion was seconded.
- Senator M. Witte stated she is going to reject and disapprove the consent agenda which comes to the Senate at the last minute without the senators' consideration.
- **[Motion 2023/24-31], [Motion 2023/24-32], [Motion 2023/24-33], [Motion 2023/24-34], and [Motion 2023/24-35]** were seconded.
- Senator Ziurys stated she agrees with Senator M. Witte and that consent agenda continues to return to the Senate for approval, but the items are never vetted or discussed. Senator Ziurys stated the University is in a very bad financial situation and any new program will cost money. Senator Ziurys stated the finances should be discussed, and until she understands the whole picture, she will not be approving of the motions.
- Secretary Dysart stated it is difficult to hear online and asked for clarification on whether there is a motion on the floor to approve or disapprove the consent agenda items.
- Vice Chair Hymel stated there is a motion on the floor to approve the consent agenda items and it has been seconded.
- Secretary Dysart stated senators had as much time with the consent agenda items as they have with Senator Downing's resolution that is up for consideration. Secretary Dysart stated she hopes senators hold the same philosophy and remember that the items come vetted by committees and it is not the first time these items are being looked at.
- Senator Eckert stated she agrees that there should be more time for discussion, and she has a question about why the degree is an M.S. in Marriage and Family Therapy when other competing programs in the state are M.As. Senator Eckert stated she would like more guidance on how the difference between B.A., B.S., M.A., and M.S. degrees are understood.
- Technical difficulties experienced from **[00:18:46] to [00:19:34]**.
- An unknown Senator at **[00:18:49]** stated the bottom line is that if senators are raising their hands without thinking before speaking, it is a waste of time, and he does not want to be bothered with it.
- Graduation Council Chair Hong Cui stated she can relate to the concerns of the senators wanting to know more information, and she agrees with Secretary Dysart that all items have been reviewed by the entire committee with strong support. Graduation Council Chair Cui stated Graduate Council needs two senators to join the committee and she would like to put out a call for the spots to be filled so that senators can voice their concerns and have adequate time to review all proposals.
- Senator Simmons stated he has been on these committees, and in the past, there have been clearer guidelines on how to pull items off the consent agenda to ask questions. Senator Simmons stated the individuals who chair the committees are available in the room and can clarify some of the standing questions that senators have. If questions are left unanswered, there can be a vote to table or disapprove of the item. Senator Simmons stated he does not believe there should be a wholesale, "one way or the other" way is the right way to move forward.
- Parliamentarian Stegeman stated there is no rule that prohibits discussion of the consent agenda, nor is there a rule that all items on the consent agenda must be considered under the same motion, therefore the items may be split up.
- Senator Simmons stated there should be the ability to pull items off the consent agenda.
- Vice Chair Hymel stated she prefers for individuals to state if they would like for items to be pulled off the agenda at the beginning of the meeting if they are aware ahead of time. Vice Chair Hymel stated if there is a motion made to pull an item out of the consent agenda, it will be moved to new business.
- Senator Ziurys stated she appreciates the offer for senators to be a part of the Graduate Council where they review the programs. Senator Ziurys stated she does not distrust the integrity of the proposed programs or their benefit to the student body, but the institution is in a bad financial situation. Senator Ziurys stated her understanding is that the colleges can take as much as a 15% cut, therefore, she is questioning the wisdom and sustainability of continuing to add new programs when there is not enough money to pay for the current ones. Senator Ziurys stated there has been no discussion on trading one program for another, or how the finances will work.
- Senator Fink stated there should be an overarching framework to evaluate these new programs which should be conducted 1-2 years after starting. This can assist in confirming whether the programs meet their initial promises in terms of enrollment, will help to look at programs that have become obsolete, and to consider sunset clauses. This will help with oversight and reports to the Senate which should be an interest to everyone, especially those who proposed the programs for money gaining purposes.
- Senator Ottusch stated he is hearing this item will be tabled and requested that it be placed on the 2/5/24 Faculty Senate Agenda. Senator Ottusch stated he is in the school of the M.S. in Marriage and Family Therapy proposed program, and there is a huge shortage of therapists in the country, including in Arizona. Senator Ottusch stated

there can be no progress made on the substantial number of donors willing to help with the program until it is approved. Senator Ottusch stated if the issue is an aspect of having time to read all the documents, he would suggest giving senators another week so that the proposals can then move forward. Senator Ottusch stated he is also sensitive to the aspect of programs costing money, but there are also fitting niches that need to be addressed regarding jobs in society, and private funding for some programs can't happen until proposals are fully approved.

- Vice Chair Hymel stated she agrees with Senator Ottusch, and she believes there will be an item on general education where there can be an opportunity to hold a bigger discussion about this issue.
- Senator M. Witte stated she saw a small portion of the information that was provided, and she saw an item concerning artificial intelligence which was parliamentary created in the iSchool. Senator M. Witte stated at the time, her department asked why computer scientists, the business school, and others weren't involved. Senator M. Witte stated there is now a proposal from Eller which looks very good. Senator M. Witte stated this is an example of a school which was created very quickly with discussion being hampered, administrators being added, and no collaboration over ten years which was promised. Senator M. Witte stated the senators are asking for more time, financial considerations, and academic competitions to be presented. Senator M. Witte stated she is aware of several proposals that will be presented later in the year, and asked why they are not provided to the senators ahead of time.
- Senator R. Witte moved **[Motion 2023/24-36]** to postpone voting on the consent agenda until the February 5, 2024 meeting. Motion was seconded.
  - Secretary Dysart stated there is already a pending motion to approve the consent agenda and a new motion cannot be introduced.
- Senator Rankin stated her suggestion to include an executive summary with each proposal that addresses global issues on campus, competitiveness, and the proposal's intent. This will allow senators to briefly delve into the proposal and allow for voting no matter when the proposals are given to the senate.
- Senator Downing stated it would be useful to have a list of all proposals, the number of majors, and current happenings. Senator Downing stated, "in Arizona, the sun not only rises, it sets."
- Vice Chair Hymel stated there will be a vote on whether to postpone voting on the consent agenda.
  - Secretary Dysart stated the motion on the floor is whether to approve the consent agenda, not to postpone.
  - Senator M. Smith stated she would be glad to withdraw her motion on the floor, which is to approve the consent agenda.
  - Vice Chair Hymel stated Senator M. Smith is not able to do so at this point in the meeting.
  - Parliamentarian Stegeman stated Senator R. Witte's motion to postpone the consent agenda to the February 5, 2024 meeting is proper as a subsidiary motion to the motion currently on the floor, to approve the consent agenda.
  - Vice Chair Hymel stated **[Motion 2023/24-36]** to postpone voting on the consent agenda until the February 5, 2024 meeting is on the floor and seconded.
- **[Motion 2023/24-36]** passed with 32 in favor, 26 opposed, and 6 abstentions.
- Vice Chair Hymel stated she has thirty minutes of discretionary time and half has been used.

## 6. Statement from Chair Hudson [00:33:56]

It takes time, energy, skill and teamwork to turn a big Flagship around. In this kind of a maneuver there is a greater risk of destabilizing and capsizing than there would be if the vessel was continuing in its linear trajectory. Especially in uncharted waters. There are factors of wind, waves, and weather that we can barely predict let alone control. But we are turning the ship around.

I've been telling people to buckle up for the weeks ahead. The anger, fear and anxiety are palpable. The lack of confidence can be cut with a knife. As I've been telling people, the VONC meter is off the charts. And guess what. Now is the time for confidence. Yes, you heard that right. I have received many, many, many informal ones, and a formal request for a vote of no confidence in ABOR which I will refer to C11 for more discussion. But I am in no hurry to bring this type of motion to the floor of the Senate, but if we have time today under new business, I may ask the author to speak briefly....

The thing that gives me the most hope is that all hands are finally on deck. I can't tell you how gratifying it is for those of us who have been shouting into the void since 2019 to see the faculty and staff, THE ALUMNI, the community, the newspapers and media, the local and state government, and business leaders paying attention to the precious heart of Southern Arizona, the University of Arizona, in her time of challenge. Everyone wants only the best for the institution, and we have the prescription right in front of us. Shared governance with emphasis on faculty's statutory obligations and the constitutional order that selects leaders. As chair of the faculty, I am listening to all of you.

The people who have every right to demand a vote of no confidence are understandably outraged by what is being revealed and demonstrated about mismanagement, neglected oversight, and a culture that has entrenched perverse incentives and underperforming administrators. But what many cannot yet see - because of a culture of non-

transparency - is that President Robbins and ABOR are also learning and they are learning fast. They are learning that they cannot run a world class university by sidelining the people of that university. And they are beginning the painful process of reform. Much, much more will be needed than promises and shoutouts. But it is early days yet. Even as we refer formal requests for a VONC to the Committee of Eleven for study, I will also be very attentive to signals from the President and the Board that they may yet have a role to play in the turnaround.

Other things that I see that you might not yet see inspire me. What I saw in the front-page article about our community leaders reflecting on the current challenges is so much love for the University of Arizona. Our community supporters love the University of Arizona almost as much as our faculty, staff and students do. In our community they are among the givers who give and give everything they have to offer. The givers are so much more numerous than the takers. Look at the 50 colleagues who are running for shared governance office in our upcoming election ready to take on a time-consuming responsibility with no thought of real material compensation other than the slings and arrows of the cynics and naysayers. Look at the senior scholars and coaches postponing their well-earned retirements to pinch hit under the most difficult of circumstances because the university needs their wisdom and steady hands. Look at the department heads who toss and turn at night wondering how to protect their faculty staff and students while being asked to solve unsolvable financial deficits not of their own making. Look at the boosters and donors who are ready to donate money and moral support desperate to help the cause. I am most inspired by Kathleen Meixner and her amazing family whose first question after emerging from the adversarial process that she was forced to endure after the loss of Tom - is how I can help the University. I am humbled by this kind of love and grace, and from the university community I say thank you.

As we set course for accountability some observations for ye of little faith...

The president has told me that he intends to make permanent the appointments of the interim administrators two of whom have come from the faculty and from shared governance and who respectively will lead campus climate - Jenna Hatcher of the Health Science as AVP of Diversity and Inclusion and Jenny Lee VP of AZ international who will rescue AZ international from years of mismanagement. Also, Steve Patterson who is working with a New TAMT will make the campus safer. At this time of transition, we need faculty of experience and conscience in admin. I have assured him, that in my opinion unlike the provost and VPR role for which competitive searches are required, the faculty governance will not block rather endorse their permanent positions/

The information and data that I've been asking for months has begun to be produced. Grudgingly, in a trickle, but it's commencing. The oversight mechanisms that I've been asking for have begun to come together with long sought meetings scheduled for tomorrow and the days to come. This week I'll have my first meetings with the deans tasked with turning UAGC into a productive asset and I hope to meet with Coach Candrea, our interim athletic director. Our Gen FAC Financial Recalibration committee which I appointed has a seat at the table and is making a difference. On all the big-ticket items

I trust that the president and ABOR will work with the governor's office to finally get the forensic audits and regular accountability that she rightly demands. Potential conflicts of interest will finally get the attention they need. We heard about that today... ABOR will pay -but we need to see the contracts and the work.

Many were beginning to wonder if only underperforming women administrators would be relieved of their portfolios if not their salaries. We're beginning to see that underperforming men too will be called to account. We need to learn to write employment contracts that allow us to fire senior administrators for cause and we need a culture where those let go do not pose a legal risk to the institution.

These are some of the most important courses shifting changes that some of you might not yet be able to see. Transparency, oversight, accountability. Doubling down on those hand in hand with shared governance is the way forward for the President and Board to help right the course. Some words of caution as we consider the calls for a vote of no confidence and the road ahead.

One of the first things I said to John Arnold when we met is that it would be a grave mistake to view our current challenges in light of partisan politics. This is not about left vs right, town vs gown, democrat vs republican and we should resist any impulse to see it that way or to make some political hay. The University is not a political football. We are all on the same team and the problem is a technical one of mismanagement, not a political or cultural one. Don't have culture wars on this. You will hear me speaking out loudly against that should some choose to go that route.

Don't fix things that aren't broken. John Arnold said something very wise to me on that first meeting - he needs to understand the problems before tossing out quick fixes. I couldn't agree more. So - and this is very, very important - the determination by administration and ABOR to "fix" our academic units is deeply misplaced. Don't blame the academic units which educate our students and advance research with productivity that is the envy of our peers to deflect attention from the mismanaged nonacademic money pits.

In today's leadership event one thing concerned me. We were presented with 81 budget units of which 61 or 75% were in deficit. Two problems: some of those units, some twenty plus, are academic colleges. They are not like the others. We can think as a whole university, but the core academic mission is not like the others. Second - the deficits were produced by the catastrophic AIB model and its parameters. Administration and athletics first, auxiliaries and support units next, ACADEMICS last.... Academics are our engines.

Penny pinching and nickeling and dining our academic units - our engines and the economic engines of our state - is the wrong approach and you will hear me rail against the current approach for as long as it continues. We know enough to debunk the myth and fight back. The academic units -even those that may have been forced to "overspend" by the previous administration - are not the problem. A "budget model" that was hastily designed and implemented to suck money earned through teaching and research to be spent on athletics and other gambles has kept all academic units underwater and dependent on administration favor to keep their heads above water. Only one academic college that I know of was living well beyond its means sustained at the expense of others. A unit like that will require special and directed attention. So, implementing across the board solutions to non-problems that treat all academic units as guilty is just wrong. The new resource allocation model that I am enlisting the president and Lisa Rulney's direct reports to build needs to have reinvestment in our engines as its first priority. Don't blame "decentralization" and then try and fix the misdiagnosed productive engines of the university. Remember - our academic labor, our incredible workforce doing more with less have produced an 80M surplus this last year alone which more than covers the 61M overspend in all the budget units we heard about today. There is enough surplus to cover academics and then some. What needs fixing is the plumbing that drains that surplus away from the academic mission and the units that produced it and towards the unaccountable center where over 100M of it has been channeled this year through as yet unidentified conduits to athletics (some 44M) this year alone and 87M over the last five years, strategic investments that have failed to perform, legal fees and settlements, uncapped out of state merit aid, and of course salaries and contracts for people who are not contributing to the core academic mission and may even be impeding it.

When Mona and I ran into Jim Click a couple of weeks ago and he implored us to cut President Robbins some slack, I told him that the best thing he could do for President Robbins is advise him to listen to his faculty, prioritize the academic engines of the university and engage in proper shared governance. Although I am a local small business owner and real estate investor too, I would never dream of telling a successful car salesman how to run his business or a profitable landlord how to run his. A public, R1, land-grant University is a different and wondrous creature, a second order treasure that gives and gives and gives in so many ways to the community. It requires competent informed governance. It is an engine of knowledge advancement, of critical and innovative problem solving, of creativity and beauty that makes our lives richer, of social mobility, and regional economic development. The engine of a university is its academic departments and programs. A university is not a life support system for an unsustainable athletic business model - but it can help produce sustainability through innovative thinking. It is not a source of ready cash for private investments that have given the word strategy a bad name around here. It is an investment that the best societies make in our future, not a profit center. It is public - for the good of all of us, our children, and grandchildren, not a steppingstone for private fortune making. I hope a car guy will understand this metaphor. We cannot afford to abuse the engines of the university -- the academic mission of research teaching and community service and the programs and people who do them. No matter how much money you stuff in the trunk, no matter how much you love the guy who is driving the car this shift, do not take the engine for granted, don't skimp on its routine or emergency maintenance, and for god's sake don't start dismantling it and selling off pieces of it for a quick buck. In a wealthy institution where we still pay off administrators and coaches for alleged good cause, we have faculty who cannot afford to buy a used car from Jim Click. Something is wrong with this picture.

The future I can see for the University of Arizona is very bright. It doesn't depend on some new provost or president riding in on a big horse to save us. It's bright because of all the love and generosity that I feel so clearly. I extend my hand to everyone who loves this place, but don't think that your advice trumps what we in shared governance are doing.

I'll be working with and watching the president and ABOR very closely in the coming weeks to see which path they choose. So will all of you. If we were a publicly traded company, which we are not, it may be time to buy University of Arizona stock.

- Vice Chair Hymel stated her thanks for Chair Hudson's optimistic and upbeat speech.

7. **Report from the President, Q&A for the President Regarding Progress on Financial Plans – President Robert Robbins and Interim CFO John Arnold [00:49:35]**

**President Robert Robbins [00:50:30]**

President Robbins stated he cannot agree more with the Chair and the comments that she has made. As John Arnold outlined, the problem has been diagnosed and it must be solved.

- The first items to be addressed will focus on administration, efficiency, athletics, and how much merit aid is being provided to out-of-state students. President Robbins stated since learning this information in late October, these are

the four consistent areas that he has identified.

- President Robbins stated he is very optimistic and looks forward to working with everyone including gaining feedback from the Committee of Eleven, students, and staff to implement this treatment plan. President Robbins stated GFFRC Chair Gary Rhoades and his committee, the Eller College of Management, and others across the university have been helpful by providing input in early days when this situation was presented. President Robbins stated Interim CFO Arnold has done a great job of coming into the university to assist with diagnosing and implementing a treatment plan.
- Work will be done with policy and government partners to get the beloved university in better financial health for the long term.

#### **Q&A for the President and Interim CFO John Arnold [00:53:05]**

- Chair Hudson asked President Robbins can make the commitment to treat academic units different as they are the engines, revenue producers, and the core mission. Chair Hudson stated the academic units are not to be aggregated together with all other, approximately sixty budget units.
  - President Robbins stated he has stated there will be a process where every individual unit will be evaluated as their own.
  - Interim CFO John Arnold stated his thanks for Chair Hudson's remarks and his appreciation for being able to speak at Senate.
  - Interim CFO John Arnold stated every academic unit is unique in some way as they all have their own mission. Some things must be looked at on a university-wide basis, including how the administrative structure is run at the university. Interim CFO John Arnold stated he believes this answer is in line with Chair Hudson's request.
  - President Robbins stated there is a meeting scheduling the following day with Chair Hudson.
  - President Robbins stated he has been very consistent, and athletics is also different. As a University community that stretches all around the world, there must be decisions made on what is wanted for athletics, and whether it can be afforded.
- Senator Rafelski stated he would like to see a clear number regarding the savings anticipated, and the non-revenue generating central administration should be addressed. Senator Rafelski stated he has looked at the plans shared earlier in the afternoon, and it appears that all academic units have the savings measurements. The only unit with no numerical objective is administration. Senator Rafelski asked the President if he is willing to commit to a target of cost savings. Senator Rafelski stated the more that is cut, the more revenue that is generated.
  - President Robbins stated there will be a starting point and he does not have the specific number, nor does he think the Interim CFO does.
  - Senator Rafelski stated the President needs to give a number to the Chief Financial Officer.
  - President Robbins stated he has committed to start with administration and look at the positions. There must be a decision made as there is a whole list including every Vice President, Associate Vice President, and Vice Provost. This process will include looking to see which administrators are needed.
  - Senator Rafelski stated there should be a number that the President is willing to commit to however small or large the process is. Senator Rafelski stated this number should be given to the Chief Financial Officer to implement the plan.
- Senator Schulz stated he was intrigued by something the Interim CFO stated in the Dean's meeting he attended earlier and has a philosophical and values related question. Senator Schulz stated that Interim CFO John Arnold mentioned during a meeting that he felt the University has too many conflicting missions. Senator Schulz stated he agrees with this opinion in his six years of experience at the University. Senator Schulz stated this seems to be an important question as there is alignment sought between budget and mission.
- Senator Schulz stated he would like Interim CFO Arnold to discuss the idea and process of having too many missions with the Senate to engage Shared Governance.
- Senator Schulz asked what the core mission is and how it is considered and used as an opportunity.
  - Interim CFO Arnold stated this has been an existing question for the past twenty-five years. When he inherited his position as Executive Director of the Board, he had to sort through files to educate himself, which went back decades. There are a lot of strategic plans which discuss the differentiation between the two universities and the documents go back about twenty-five years. Throughout this time, the board, presidents, and shared governance have struggled to put their arms around, "What is the University of Arizona?" "What is it?" "What is their mission?" "Who are they supposed to be as a higher education entity?"
  - Interim CFO Arnold stated the University has the land grant mission, it has been the flagship University, is an AAU campus, has a high research mission, and a medical education mission. Due to the University's geographic isolation in Southern Arizona, it also plays an access mission. Conflating all the missions together, it may be the only University in the United States that tries to do all of those things.
  - Interim CFO Arnold stated he went into IPEDS data and completed a search for universities larger than 30,000 students which is a Research 1 University that has a higher than 70% admissions rate, and a Pell population of more than 20%. With this search, only four universities appeared, two of them were in the State of Arizona, one was in Cincinnati, and the other in Texas.
  - Interim CFO Arnold stated having a university which tries to accomplish all those goals within its structure, with a state support system that is 49<sup>th</sup> in the country, and half of the national average is very difficult. These

- factors need to be a part of the conversation and it is important to consider whether the University can fulfill all these goals and whether it will be successful if it were to do so. There might have to be consideration on whether the scope of the mission should be narrowed. This will be a part of the conversation over the next several months as there is work to rectify the budget.
- President Robbins stated he heard Senator Downing state “The sun rises in Arizona, but it also sunsets.” President Robbins stated there are a couple of exams he has learned of through this diagnostic quest, where there have been departments who have lost students in their majors, and there have been discussions about giving up a major in favor of a minor. These are the types of discussions which should happen together.
  - Vice Chair Hymel stated she is keeping a list of speakers for the President.
  - Senator Fink stated he is the Chair of the Committee of Eleven, and he would like to piggyback on Senator Schulz’s comment relating to the earlier meeting that Interim CFO Arnold was a part of.
  - Senator Fink stated it was mentioned by Interim CFO Arnold that the University needs to find more avenues to generate revenue and asked if the answer is to generate many new degrees which are exotic.
  - Senator Fink stated degrees which have been recently improved also require faculty additional hires and incur an additional cost factor before being able to generate revenue.
  - Senator Fink asked if Interim CFO Arnold will be looking at institution funded and kickstarted centers and initiatives such as the Astrobiology center, and if these centers are something that can be afforded given the current situation.
    - President Robbins stated there is an aim to grow revenue, and if there is an opportunity, the University wants to incentivize growing popular courses which students want. At the same time, there was a discussion with Senator Schwartz and Senator Russell about supercomputers. There are currently four supercomputers and there was a goal presented to get another one. The funding typically comes from RII and the Technology and Research Initiative Fund (TRIF). President Robbins stated this was news to him, but further discussion can be had with Dr. Elliot Cheu.
    - President Robbins stated there is no question that the capacity needs to be increased to use scholarships and do research.
    - Interim CFO Arnold stated he wants to ensure the use of the asset base is maximized as there is a tremendous set of assets at the institution which are being underutilized to produce revenue. An example of this is ASU who are currently forecasting \$235 million for their summer revenue. The University of Arizona is forecasting \$35 million in summer revenue. Some of this is tied to the online model that ASU has, but a lot of it is on-campus programmatic work where they are taking their assets and making sure they’re being utilized to their maximum ability. Steps need to be taken to produce revenue from the existing asset base.
  - Senator Ziurys stated she was surprised when Interim CFO Arnold stated the University is doing too much. Senator Ziurys stated the University did very well in everything it was doing under former President John P. Schaefer where it rose in academic ranks, and his key to success was very few administrators and a lot of faculty who were willing and able to serve in administrative positions. These individuals understood how the faculty and university worked and were successful.
  - Senator Ziurys stated she would argue that the University should continue doing what it has been for some time, and administrative bloat should be cut down. Faculty should be employed in these types of administrative positions as they understand the university.
    - President Robbins stated he agrees, and he speaks to former President Schaefer often and he is the transformational President for the University. President Robbins stated the University has since gotten bigger, and former President Schaefer stated every faculty, no matter their level, were personally interviewed by him for fifteen minutes minimum.
  - Vice Chair Hymel asked a question on behalf of guest Kathleen Meixner, “If there’s time to ask President Robbins, will the financial plan impact the implementation of the thirty-three PAX recommendations to improve safety on campus for all Wildcats?”
    - President Robbins stated his thanks for Mrs. Meixner’s concerns, her question, and her love for the University. President Robbins stated he does not know where the University stands in the thirty-three items of the PAX report, and all items were funded out of reserves. These efforts must be budgeted as there can no longer be funding out of reserves.
    - Interim CFO Arnold stated one of his first meetings was with Interim Vice President and Chief Safety Officer, Steve Patterson and they went over the structure of his office, the resources that he has been provided, and of the challenges he is having in implementing certain recommendations. Some of the administrative restructuring discussed will make it much easier for him to move forward with those requests. Appropriate resources to implement these recommendations will be found in an effective and efficient manner.
  - Vice Chair Hymel stated she read through the June 30, 2023 financials and she was unable to find the days cash on hand numbers that were being referred to during the meeting.
    - Interim CFO Arnold stated the reduction in cash, which was \$140 million that came through in fiscal year 2023 can be found in that report in the balance statements. Interim CFO Arnold stated he can walk Vice Chair Hymel through the financial statements to show her exactly where the information can be found.
    - Interim CFO Arnold stated in terms of reductions in those numbers, he spoke to every unit on campus to review their internal fiscal 2023 spending and look at individual accounts that come through to the University. The document being referred to is an accrual-based document and what the University is



- currently working against is cash.
  - President Robbins asked Interim CFO Arnold how many days cash on hand there currently are or how much money the institution has.
  - Interim CFO Arnold stated the University has just over \$900 million and the current projection for cash on hand by the end of the year, without any interventions, is about 70 days cash on hand. To get 70 days cash on hand would represent a \$195 million additional drop in cash over the starting point of the current fiscal year. Interim CFO Arnold stated he is going to make sure this doesn't happen again, but this is the current forecast on where the University is which was built by considering every one of the 81 budgets.
  - Vice Chair Hymel stated she believes the audit financial statement has a lot of information and asked if the information currently being used is more accurate and more recent.
  - Interim CFO Arnold stated yes.
- Senator M. Witte stated she has requested very specific information repeatedly which she used to receive in special collection, it was a budget book which listed every employee at the University of Arizona, and every source of their funds. Senator M. Witte stated this book should be publicly available, she used to receive the book every year, and asked to have a copy the following day.
- Senator M. Witte stated she has been at the University for over a half of a century and came here when President Harvill was in office, and the University is what it is because of him. Senator M. Witte stated President Schaefer was relieved of his duty, destroyed her department, and intended to fire people in romance languages
- Senator M. Witte stated this is part of a philosophical issue which she does not share with President Robbins, she does not view the future of the University from the Fourth Industrial Revolution and as a Davos man from the World Economic Forum. Senator M. Witte stated as soon as this was verbalized, she and Senator R. Witte wrote a letter about a Fifth Industrial Revolution which would be a humanistic one.
- Senator M. Witte stated she came to the Department of Surgery which was previously destroyed in the years of President Harvill, and she was momentarily fired. Senator M. Witte stated she was completely supported by NIH funds.
- Senator M. Witte stated she and others came to the University of Arizona from Harvard, Yale, and North Carolina and stated they would not make the institution the Harvard of the West and stated they would make Harvard the Arizona of the East. Senator M. Witte stated this vision remains.
  - Interim CFO Arnold stated he is not familiar with the document Senator M. Witte is referring to and is unsure of why it was suspended.
  - Senator M. Witte stated the document was in the special collections and it is the baseline to know everything that will be done at the department level.
  - Interim CFO Arnold stated he will investigate why the book was discontinued and see what it will take to produce the book. Interim CFO Arnold stated if producing the book is something that can be done simply, it will be done.
- Senator Stegeman stated he would like to support Senator Rafelski's suggestion with an anecdote. When he was on the board of the Tucson Unified School District, he knew there were excessive administrative costs due to comparative metrics with other school districts. Senator Stegeman stated he is unsure whether ABOR looks at comparative metrics with other public institutions to compare administrative costs, but he would recommend doing so. Senator Stegeman stated as a board, there was trouble getting a handle on the situation. There was the goal to move millions of dollars out of administration, expressed in terms of percentages, and it was done. The next year, more money was moved, and no one ever said their critical administrative function couldn't be performed. Senator Stegeman stated he believes there is merit in that remark.
- Senator Simmons stated many individuals saw the Arizona Republic Article concerning the UAGC acquisition which had in its title, "It's costing the university \$265M," but the presentation earlier in the day seemed to suggest that UAGC has been in an overall net positive for the financial position. Senator Simmons asked if Interim CFO Arnold can state the definitive impact that UAGC has had on UArizona finances.
  - Interim CFO Arnold stated as Chair Hudson mentioned earlier, UArizona is going to bring in a nationally recognized accounting firm to go through UAGC and verify everything that is understood. There will be a report distributed.
  - Interim CFO Arnold stated as he understands it, UAGC has been operating as a non-profit on margin. Their projected revenues for the year are \$230 million, and projected costs are about \$232 million so they're running a \$2 million deficit. The Arizona Republic was suggesting that the entire budget would be funded by the University of Arizona and that the UAGC operation would produce no revenue which is fundamentally not true. The \$260 million number was an operating forecast which came out last summer when they were in their first year of operation. There was an estimate for costs to be \$260 million and it has since been reduced both in November and January, and currently the forecast states \$232 million.
  - Interim CFO Arnold stated he looks forward to having a third party assist the UA with going through the finances and ensuring they are accurate and efficient.
  - Senator Rafelski asked who provides \$120 million in reserves required to operate.
  - Interim CFO Arnold stated UAGC does not require an independent \$120 million in reserves as they are not a part of the University. Interim CFO Arnold stated UAGC came into the University with \$47 million in cash which helped the cash balance in fiscal year 2023. Now UAGC is operating and moving forward as a part of the University.

- Interim CFO Arnold stated there seems to be a misnomer out there that UAGC is separate, and that they have to build up their own cash reserves. Interim CFO Arnold stated it is not being viewed that way.
- President Robbins asked where the \$120 million figure comes from that was taken out of reserves to fund UAGC.
- Senator Rafelski stated to operate a unit at the University of Arizona, there are 40% of reserves required. Senator Rafelski stated if UAGC has been integrated into UA's operations, there must be 40% of \$240 million in reserves to operate with 40 days funded reserves, if UAGC has been integrated into the UA operations, it would not be possible to have this amount.
- Interim CFO Arnold stated this is a great question which he understands, currently, there is not a target to get the University back to 140 days cash on hand, the current goal is 70. There are three units on campus who have that much cash, which is only on paper. There are no real dollars behind the cash that everyone believes is in their department-level bank accounts. There needs to be a long, and more thorough conversation about cash.
- Interim CFO Arnold stated regarding UAGC, the University is currently undergoing an integration process as they are fully moving into UArizona. UAGC is a fully functioning operation and performs a lot of the same tasks as UArizona. An efficiency review needs to be completed by a third part firm which will provide a great opportunity to decrease administration.
- Vice Chair Hymel stated she has asked GFFRC Chair Rhoades to provide his report for an additional fifteen minutes and she will continue to call individuals who are currently listed to speak.

**General Faculty Financial Recalibration Committee Chair, Gary Rhoades [01:22:03]**

- GFFRC Chair Rhoades stated the last time he spoke to the Senate was in early December and at the end of the meeting, at the end of the meeting, on behalf of the GFFRC, President Robbins the committee if they would participate in management committee discussion of how to meet the University's challenges, and to prepare for the report to ABOR in mid-December. The committee participated in this discussion.
- The GFFRC completed these tasks and participated in two days of meetings. At the second meeting, President Robbins deputized four individuals to prepare remarks for ABOR that he would draw from. Two members from the GFFRC committee were part of this effort which included GFFRC Chair Rhoades and GFFRC member and Director of the Dhaliwal-Reidy School of Accountancy Shyam Sunder. Many recommendations that went forward were shared during the December 4, 2023 Faculty Senate meeting. Many of the items argued against were not on these recommendations.
- Many individuals were not fans of across-the-board matters including a 5% cut. The items included were centering administrative costs, and there was a proposed 15% reduction in the budget of UAGC which GFFRC Chair Rhoades stated he understands that Interim CFO Arnold is moving in that direction. Other items included athletics, tuition discounting, and keeping reserves in the units. Many of these recommendations came from discussions with shared governance and other individuals. GFFRC Chair Rhoades stated there must be reserve accounts to track items at the center and in the units.
- GFFRC Chair Rhoades stated that about centralization and decentralization, a part of AIB was to tax the reserves and sweep the monies to the center. There was a 15% tax implemented on any reserves over 25%. Many individuals are in favor of reserves if there are rules attached to how they are used, and the vetting process for dipping into the reserves. Before, there was a centralized mechanism for taxing under the guise of a decentralized allocation system.
- In a report to the Senate and within the committee, it was stated that the problem is insufficient and non-existent expenditure controls of the spending of central administration.
- GFFRC Chair Rhoades stated there has been a lot of listening and internalizing and he would like to acknowledge President Robbins for taking their recommendations seriously. There is a hope to have continued input on the learning curve as time moves forward.
- The committee suggested any investment decision, at any level, should have fiscal discipline at the heart. This should include answers to questions such as: "Why are we doing this?" "Does it really fit who we are?" Do we have the money for it?" and "What is the realistic return on investment?"
- GFFRC Chair Rhoades stated by absorbing UAGC operating expenditures has increased and there is now an estimate of \$232 million and 38% of this is days cash on hand needed. By absorbing UAGC, the requirement has been increased in absolute amount that the University is on the hook in terms of days cash on hand. UAGC did not just bring \$47 million, they brought \$232 million of operating expenditures also. The appropriate days on cash for that amount, according to ABOR would be about \$88 million therefore, they're \$41 million short which is impactful. The UA also underwrote their title for financial and liability to the tune of about \$100 million which is also impactful.
- The GFFRC did not call for a response to the external factors and newspapers are not always 100% accurate, but this is not how deliberations should be done going forward with what should be done with UAGC.
- GFFRC Chair Rhoades stated he would like to see the institution having open discussions about the full range of costs that attach UAGC to the University.
- GFFRC Chair Rhoades stated he is glad to see downsizing as it is a great opportunity to remove overlapping positions such as CIOs, CFOs, Presidents, and others.
- GFFRC Chair Rhoades stated this is also an opportunity to review the programs which have been requested by individuals in shared governance as there are many overlapping academic programs. One thing that was done recently is "doing too much" which did not drive the institution to this point but there are big financial implications for

not acting more aggressively.

- GFFRC Chair Rhoades stated he applauds individuals at UAGC for already reducing the estimate for expenditures which can result in a large savings from \$265 million to \$232 million.
- GFFRC Chair Rhoades stated just as Senator Rafelski stated, each department should be given a percentage to reduce spending by. The committee suggested a 15% savings for the Athletics department.
- GFFRC Chair Rhoades stated during a management committee meeting he heard Chief Information Officer (CIO), Barry Brummund state there are more credit hours being generated and more research being done but there is less money per unit of production. On Thursday, units were stating there is a disconnect between the things they are accomplishing and the resources they are receiving, they don't understand how the resources work regarding coming down from the center. GFFRC Chair Rhoades stated during the Thursday meeting, CIO Barry Brummund stated the colleges feel the way they do because it is true, and they are getting proportionately less.
- GFFRC Chair Rhoades stated the increase in expenditures at the University of Arizona, especially regarding personnel expenditures, has been below the inflation rate for a decade. GFFRC Chair Rhoades stated during his meeting on Thursday, CIO Brummund stated the increase in expenditures are due to increase volume and not for irresponsible and extravagant spending. GFFRC Chair Rhoades stated it is important to know whether the problem is extravagant spending due to an undisciplined set of units due to unbridled authority of the unit leaders. GFFRC Chair Rhoades stated in his thirty-seven years at the UA he has never seen Deans with less disciplinary fiscal authority in the last three or four years, and their authority is simply to cut. The increased cost is a function of more students and research but the per unit cost is below the rate of inflation.
- GFFRC Chair Rhoades stated he is delighted that senior administrative costs are being turned at the front end because over the course of a decade, there will be a lot more staff, less grad assistants, and not as many tenure-track faculty. If personnel expenditures were taken of all faculty including career-track, tenure-track, and continuing-eligible, the overall percentage of personnel expenditures at the University has declined. There has been no investment in faculty and staff. If the problem is personnel costs, a potential solution can be to cut with the possibility of incentivizing early retirement. Typically, this solution results in the people one would want to retire, not retiring, and the people you don't want to retire, do retire. In terms of staffing, the issue is not that there are too many well-treated and too well-paid career-track faculty, not too many staff, and too many graduate assistants.
- GFFRC Chair Rhoades stated one of the central problems is insufficient to non-existent expenditure controls on the center. There is a big problem in tuition discounting and athletic expenditures. It is important to pay attention to the center in addition to the units, as well as strategy in a way that encourages debate amongst those at the institution and not the press. It is important to consider the real cost of the endeavor whether it is UAGC or another endeavor such as on staffing. The crisis is that the institution is headed in the wrong direction within the staffing profile. This includes not having the proportions of graduate assistants, tenured faculty, and the quality of appointments in terms of resources for career-track faculty which will enable sustained and continued growth.
  - Senator Harris asked Interim CFO Arnold to address the apparent/real conflict of interest with having an ABOR executive now directing the financial cleanup. This is apparent based on Gary Rhoades's talk that ABOR has clearly been supportive of the UA administration by approving AIB, UAGC, and the strategic plan that brought the financial mismanagement crisis. There have been reports sent to ABOR for years that reserves have been dropping. Senator Harris stated ABOR has provided incentives for initiatives that Chair Hudson stated "the engine of the University do not support." There has been a \$45,000 bonus to complete the UAGC merger and other incentives for idea centralization. Senator Harris asked why this is not a conflict of interest and when the UA will get a CFO that is acting on behalf of the institution.
  - Interim CFO Arnold stated he will not respond to the question, but Senator Harris is correct that ABOR made the decision to support moving UAGC forward in mid-2020 and incentivized President Robbins to bring the effort to a conclusion. Interim CFO Arnold stated the board has been interested in having IT functionality centralized for a while as there are several security reasons to do so, and this needs to be moved forward.
  - Interim CFO Arnold stated he does not view the conflict of interest although he understands that Senator Harris does. The University of Arizona was established by the Arizona Board of Regents, and he was sworn and charged with supporting the functions of the board and the University. As an officer of the state, he is sworn to uphold the Constitution and act in the best interest of the public of the state which ultimately owns the University. Interim CFO Arnold stated he will do this to the best of his ability.
  - Senator Downing stated he is uncomfortable with things that he hopes can be clarified, including a question asked by the Chair of the Faculty. The question was whether academics had priority over other units. The answer received was that every unit is important. Senator Downing asked if the speakers would like to rethink the issue as it makes him uncomfortable.
  - Senator Downing stated he is speaking about the geographic isolation of UArizona as an institution because Cambridge, Oxford, and Boulder are also isolated. This factor should not affect ABOR's decision about what happens to the University.
  - Senator Downing stated regarding Senator Harris's comment, Arizona Board of Regents had a very active role in the happenings and initiatives at the institution. The Governor asked for an independent audit which included the University of Arizona and the Arizona Board of Regents, who are an unelected group holding for eight years without the ability to be removed by the Governor. Senator Downing asked Interim CFO John Arnold if this information is correct.

- Senator Downing stated he is worried that Interim CFO Arnold created the conditions that the public will demand an elected Arizona Board of Regents. Senator Downing asked where the independent office is as the entire state is asking for it, including the Governor.
- Interim CFO Arnold stated a firm is being hired to assist with the review. The auditor general, a legislative body, audits the University every year.
- Senator Downing stated there are many types of audits and it is important to specify the type of audit.
- President Robbins stated the teaching, research, and academic mission of the University is the top priority.
- Senator Rocha stated the plan addressed hiring compensation freezes, and a hiring freeze through June 2024 where it will then be assessed in FY 2025. Senator Rocha stated the plan does not detail the compensation freeze and asked if it is expected to continue through the end of FY 24 or through FY 25.
- Interim CFO Arnold stated the freezes were put in place as temporary measures to get through the current fiscal year with slow spending as the nature of the problem is further addressed. By FY 25 there will be permanent solutions set in place, and there will be communication between him and departments. It is highly unlikely that there will be a university-wide compensation plan. As there is work done with Deans, there will be consideration of whether individual salary decisions can be made.
- Senator Zeiders stated she wants to address staff and the current plan that was distributed earlier that morning by making two points. One point is the right size college and division budgets and the second is to review faculty and staff workloads to ensure the University is appropriately staffed, avoiding the hidden costs of an overstressed workforce. Senator Zeiders asked if the administration understands where everyone stands in their units, and that staff are already absolutely overworked. The plan calls for the right size college and division budgets, but staff are already overworked. The hiring freeze is not really one as a new Athletic Director and Football Coach were hired.
- Senator Zeiders stated priorities are misplaced and the entire conversation is as misplaced as supporters discussing accessibility on the golf course. Senator Zeiders asked if what is happening on the ground, within units, is truly understood. Senator Zeiders stated she sees it every day, faculty are not getting paid because business offices are understaffed.
- Senator Zeiders asked how avoiding the hidden costs of the overstressed workforce and right sized university is compatible.
- Interim CFO Arnold stated the University is currently on a spend rate to overspend its budget by \$177 million which means over the next thirty-six months, approximately \$200 million of spending must be taken out of the university. It is known that faculty and staff are stressed and that is why it is important to know exactly what all the costs are so that the issue can be addressed.
- Interim CFO Arnold stated regarding right size, the AIB model misallocated money across the University. Actual costs need to be reattached with what departments are being asked to do, with the resources to perform assessments. Interim CFO Arnold stated maybe there is currently too much being asked for which must be stopped, and that is what right sized means. This starts on the administrative side. Interim CFO Arnold stated Chair Hudson's remarks are correct in terms of the approach.
- Interim CFO Arnold stated it is possible the language used was incorrect, but he is unsure of another way to explain the right size. Interim CFO Arnold stated he does not want to cut a bunch of money out of the University by giving staff and faculty more to do as he does not believe this is fair. It is important to know where the University is in terms of the staffing model. Interim CFO Arnold stated he is consistently hearing this is not right, therefore, it needs to be fixed.
- Senator Brochin stated she would like to feel Chair Hudson's optimism, but she doesn't and feels like she is on a sinking ship. Senator Brochin stated she does not say that to be critical, but to relay why she is a faculty member at a university that has a mission of a Hispanic Serving Institute, a land grant, Native Serving Institute, and sixty miles from the United States and Mexico border. Senator Brochin stated she thinks about all the students the institution serves. It was stated there are efforts to protect programs, but she has already heard and learned that American Indian Studies major has been cut. Senator Brochin stated she learned from her first-year student that Esports team has been cut and will be shut down in May 2024.
- Senator Brochin stated when right size university is discussed, she and others saw the impact of this in 2020 where most cuts came to staff and programs that serve the diverse body and missions. Senator Brochin asked the administration to comment on how the missions that will be given up will be determined, as this is a critical conversation that should be had.
- Senator Brochin asked what message the administration would like to tell staff as the newspaper has published that layoffs are coming. Senator Brochin stated it is claimed that the administration wants to protect staff and ensure they are not overworking but on the same day, it was communicated that layoffs are coming.
- Senator Brochin stated staff will be forced to work overtime and will not speak up because they are afraid of being laid off. Senator Brochin asked what will be done to retain employees in line with the missions, and stated she will not be recruiting faculty or staff.
- Interim Provost Marx stated the decision to cut the American Indian Studies major was made by the department as they have very few majors, and after their APR, it was the most successful way to move forward as it attracted very few students. The department thought that as there was increased enrollment of Native American students at the University, they are engaging in a wide range of majors and minors

across the campus. There are more minors of AIS than there were of majors, and it was felt that this would be a better resource allocation model.

- Interim Provost Marx stated he made the decision to take \$325,000 from the Provost's office which affected students. Interim Provost Marx stated hard decisions will be needed and blaming one group but not another doesn't make sense. Interim Provost Marx stated, "we're all to blame, we're all to solve."
- Senator M. Witte stated, "we're not all to solve."
- Interim Provost Marx stated, "we are, we are all in aggregate, we've been spending, we've all been doing our work."
- Interim Provost Marx stated there are processes such as on the curriculum side which takes labor. Interim Provost Marx stated he voted against delaying approving the consent agenda and tens to hundreds of thousands of dollars of labor were now put off to next week. Interim Provost Marx stated all those programs were created in good faith. Interim Provost Marx stated this is what happens in a democracy, and everyone was able to vote, but those decisions cost money.
- Interim Provost Marx asked if a new system needs to be developed for creating new curriculum and reviewing current curriculum. Interim Provost Marx stated he believes so as it costs a lot of time and is cumbersome for staff and faculty to do this work.
- Interim Provost Marx stated everyone is in the same boat as this is a University issue and not an individual department or college issue.
- Interim CFO Arnold stated the first step was to diagnose the problem which was that the University is overspending a lot, and to solve the issue there will be layoffs as this is what administrative restructuring and consolidation means. If there is administrative overlap defeated, this means someone will be unemployed. Interim CFO stated he does not like the situation the institution is faced with and when meeting people, he thinks of the possibility that some of these individuals will lose their job. To protect the academics, student mission, and move the University forward, these decisions will need to be made.
- GFFRC Chair Rhoades stated as a translation, individuals who make less than \$60,000 - \$70,000 (lower-level individuals) think that right size refers to them because this is what happened during the pandemic. GFFRC Chair Rhoades stated this is disproportionately not just salary level but demographics of people.
- GFFRC Chair Rhoades stated the administration cannot write the headlines, but individuals can come to understand that the first losses of positions will be senior administration where there has been growth for a decade, way beyond student growth. GFFRC Chair Rhoades stated his recommendation for senior administration to give several how much they will cut.
- GFFRC Chair Rhoades stated turnover for institutions is typically 10%, and the University of Arizona is most likely at 15%. In his own college and unit, they function by considering natural attrition. If an individual is not replaced and the program does not need to be renewed, this is a savings. GFFRC Chair Rhoades asked if the institution could figure out a way to bank credit for savings such as this. In his own unit, which has never been in deficit under his current Department Head, leadership, or College of Education Associate Dean of Faculty Affairs, Regina J. Deil-Amen, he never felt like he was getting credited. The idea of the reserves is to not spend it and keep it for the future.
  - Vice Chair Hymel stated there is a hard stop at 5:00 PM therefore all items that were not visited will roll over to the next agenda.

## 8. **Adjournment**

Vice Chair Hymel stated there is a hard stop at 5:00 PM therefore all items that were not visited will roll over to the next Agenda, any items, or issues can be sent to Faculty Senate officers. Vice Chair Hymel stated she appreciates the hard work and effort put into the meeting. With no further business, the meeting adjourned at 5:00 PM.

**Tessa Dysart, Secretary of the Faculty**  
**Jasmin Espino, Recording Secretary**

### **Motions of September 26, 2023 Faculty Senate Meeting**

**[Motion 2023/24-29]** to approve the agenda as amended. Motion was seconded. Motion passed by unanimous consent.

**[Motion 2023/24-30]** to approve the December 4 and December 11, 2023 minutes. Motion passed by unanimous consent.

**[Motion 2023/24-31]** to approve seconded motion from Undergraduate Council, B.S. in Neuroscience. Motion was seconded. Motion was postponed to the February 5, 2024 Faculty Senate meeting.

**[Motion 2023/24-32]** to approve seconded motion from Undergraduate Council, B.S. in Artificial Intelligence. Motion

was seconded. Motion was postponed to the February 5, 2024 Faculty Senate meeting.

**[Motion 2023/24-33]** to approve seconded motion from Undergraduate Council, B.A. in Molecular and Cellular Biology. Motion was seconded. Motion was postponed to the February 5, 2024 Faculty Senate meeting.

**[Motion 2023/24-34]** to approve seconded motion from Graduate Council, M.S. in Marriage and Family Therapy. Motion was seconded. Motion was postponed to the February 5, 2024 Faculty Senate meeting.

**[Motion 2023/24-35]** to approve seconded motion from Graduate Council, M.A. in Sport and Recreation Leadership. Motion was seconded. Motion was postponed to the February 5, 2024 Faculty Senate meeting.

**[Motion 2023/24-36]** to postpone voting on the consent agenda until the February 5, 2024 meeting. Motion was seconded. Motion passed with thirty-two in favor, twenty-six opposed, and six abstentions.

#### **Attachments Within the Minutes**

1. Page 1, Item 2: Action Item Approval of the [Agenda](#)
2. Page 1, Item 3: Approval of the minutes of the [December 4](#) and [December 11, 2023](#) Faculty Senate Meeting

FACULTY CENTER  
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