



Committee on Faculty Membership

FACULTY CENTER

1216 East Mabel Street  
PO Box 210456  
Tucson, AZ 85721

Ofc: 520-621-1342  
Fax: 520-621-8844

[facultygovernance.arizona.edu](http://facultygovernance.arizona.edu)

Committee on Faculty Membership

2025-2026 Annual Report

Members:

Dr. Katie Zeiders, Chair, Secretary of the Faculty

Dr. Lia Falco, COEd

Dr. Sara Fraker, COFA

Dr. Hina Arif Tiwari, COM-T

Dr. Andrea Romero, Provost Office

The Committee on Faculty Membership met once in the Fall semester. We discussed and voted on two changes being proposed to the Faculty Constitution. The first change was related to Article II, Sections 1 and 5, proposed revising the definition of General Faculty to include all Career-Track faculty with at least a half-time appointment. The second, related to Article II, Section 2, proposed removing language that made faculty ineligible for General Faculty status if they were pursuing a University of Arizona degree. The committee approved both changes and forward their recommendation to the Faculty Senate. Consistent with previous years, Secretary Zeiders updated new faculty vote codes 6 times throughout the year (including prior to general faculty elections).

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'Katie Zeiders', written in a cursive style.

Katie Zeiders, Secretary of the Faculty, Chair of the Committee on Faculty Membership



## Constitution and Bylaws Committee

### FACULTY CENTER

1216 East Mabel Street  
PO Box 210456  
Tucson, AZ 85721

Ofc: 520-621-1342  
Fax: 520-621-8844

[facultygovernance.arizona.edu](http://facultygovernance.arizona.edu)

## Constitution and Bylaws Committee

### 2025-2026 Annual Report

#### Members:

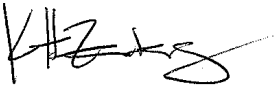
Dr. Katie Zeiders, Chair, Secretary of the Faculty  
Dr. Alex Braithwaite, SBS  
Dr. Mark Stegeman, Eller  
Dr. Amy Fountain, SBS  
Dr. Kathleen Kennedy, CALES  
Dr. Andrea Romero, ex-officio/non-voting

The Faculty Constitution and Bylaws (C&B) Committee met twice during this academic year under the leadership of the Secretary of the Faculty, Dr. Katie Zeiders. Building on the committee's work from AY 2024–2025, the committee advanced two Faculty Bylaws changes for a General Faculty vote. The first change, to Article VIII, Section 2 (Faculty Senate Membership), proposed adding a postdoctoral scholar as a voting member of the Faculty Senate. This change passed with 72.74% of the General Faculty vote in favor. The second change, to Article V, Section 9, proposed revisions to the Nominating Committee's process for selecting Committee on Academic Freedom and Tenure (CAFT) nominees for the General Faculty election. This change passed with 83.33% support. Both changes were advanced to President Garimella for approval. The President approved the first change but not the second; as a result, the Faculty Senate now includes a postdoctoral scholar representative.

The committee also advanced two Faculty Constitution changes. The first, related to Article II, Sections 1 and 5, proposed revising the definition of General Faculty to include all Career-Track faculty with at least a half-time appointment. This change passed with 81% of the General Faculty vote in favor. The second, related to Article II, Section 2, proposed removing language that made faculty ineligible for General Faculty status if they were pursuing a University of Arizona degree. This change passed with 82% support. These constitutional changes were submitted to President Garimella on April 8, 2026, and the President is expected to issue a decision within the required 90-day review period.

In addition to these bylaw and constitutional changes, the committee, with support from Faculty Center staff, created a Box folder containing Constitution and Bylaws materials dating back to approximately 2018. This archive will be passed on to future committee members and chairs to help maintain continuity, organization, and institutional memory for this work.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Katie Zeiders', with a stylized flourish at the end.

Katie Zeiders, Secretary of the Faculty, Chair of the C & B Committee

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

**ANNUAL REPORT 2025-26**

**Committee Members:**

Dr. Lucy Ziurys, **CHAIR**, COS (2022-5/26)  
Dr. Stanley Pau, OSC (2011-2026)  
Dr. Phyllis Taoua, HMNT (3/24-5/24)  
Dr. Ramin Yadegari, AGSC (2023-2026)  
Dr. Marlys Witte, COM-T (2013-2026)  
Dr. James Hopkins, LAW (2024-2026)  
Dr. Matthew Lapierre SBS (2024-2026)  
Ms. Amanda Criswell GPSC (2025-2026)

The Research Policy Committee worked this year on several issues of importance to UA researchers. They also met with the SVPR Diaz de la Rubia in November 20205 and will continue with meetings every semester. The SVPR has agreed that the meetings are useful. Of concern are the ICD return and large scale research projects not initiated by faculty. Previously, RPC was given permission from Sangita Judge to send a representative to the monthly RII meetings. Member Yadegar has been attending these meetings and informing the RPC about developments.

Other issues of concern

1. **Centralization Issues.**

The RPC continued to address Centralization issues and the impact on research at the university. It was still considered to be of grave concern for many research efforts. RPC members had difficulties hiring personnel to fulfill grant requirements because Centralization has made the system so clumsy. The Ernst & Young report was brought to the committee and showed further details into the College of Science centralization efforts, which cost the University \$3 million. A member suggested questioning why a third-party company was brought in to consult with the College of Science and to question what Faculty can do in similar efforts to

save the University money in the future. The RPC felt that the Senate was not addressing the Centralization issues in an effective manner.

## 2. **IRB.**

The RPC involvement has led to improvements. It will seem easier for individuals to study human subjects with less hassle. Member Lapierre also started a pilot program with his department over the Summer which will be spreading to other departments. These efforts are due to the advocacy of the RPC.

## 3. **Compact for Academic Excellence in Higher Education.**

The RPC wrote a memo to SVPR, and the Faculty Senate. The RPC wrote that the proposed Compact for Academic Excellence in Higher Education is deeply flawed. The memo stated that the Compact (a) fundamentally undermines the research process; (b) will do serious damage to the institution's health and reputation; and (c) will substantially reduce research productivity. At the heart of the Compact is the promise of federal funding on a priority basis for institutions that are signatories. Obtaining funding priority because of an institution's public commitments to the federal government undermines the fundamental fairness in the research process, namely peer review. Funding of research should be based on the merit of ideas and evidence of competence, not on an institution's promise to more rigorously police faculty and student speech. Moreover, the Compact's "Enforcement" discussion is at best vague, and does not necessarily comply with state and federal research protocols. As such, the Compact will ensure that funding will not go to the best or most promising ideas, but instead, to institutions that have agreed to compromise the most basic of research principles- a rigorous commitment to intellectual merit.

The RPC also believes that signing the compact will harm this university's international reputation that, in turn, will do long-term damage to the institution. Prominent faculty will leave for other institutions, assistant professors will refuse to apply for tenure track positions, and prospective and continuing graduate students will find degree tracks, mentorship, and training elsewhere. The institution that exists today will not be the same.

## 4. **AML Safety Issues.**

Dr. Jekan Thanga shared the history of his situation and research, and pictures of the new lab's location. He was in the Drake building for three years with fifty personnel for a central level grant through NASA with about \$1 million in funding each year. He was then asked to look at the new location at AML. This was supposed to be with college personnel who never attended. The material sciences department head gave them the tour and noted this was the only space available to them. He immediately raised critical issues and requested remediation steps regarding a large hole in the middle of the lab which was about 8 foot deep including hardware equipment like a pressurized tank. The floor was decayed and there were other urgent concerns. He shared photos of abandoned mercury tubes, high pressure piping and tanks, high power electronics, a 6-to-8-foot hole, and an abandoned zinc bromide battery.

Previously, this site was sealed off for more than 10 years and referred to as a waste site. Walls, cabinetry, paint, and flooring was decayed. Junk that had been stored there was found upon arrival. It is unknown why there is a high-pressure tank beneath the floor. High pressure tubes extend from the flooring and walls. There is caution tape on a lot of items with no

documentation or answers which is also the case with other items. There are no operating documents, and it is unknown what this equipment is for, this documentation was lost 10 years

RPC Members agreed to draft a letter to the Provost and the SVPR about the issue. The letter was sent and replies received. Many of the issues are now resolved, including removal of the zinc bromide batter.

#### **5. Golden Dome initiative.**

A brochure about the Golden Dome project was brought to the attention of the RPC. There were concerns about this issue as faculty were listed in defense related initiatives without their knowledge. It appeared that administrators were signing faculty up for research without their consent. It appeared to be an attempt to “centralize” research as well. The RPC has asked this be brought up in the Seante.

#### **6. Graduate Student Assistance.**

There is a concern among the RPC that university funding for graduate students to do research is declining. The RPC requested the funding information from the Provost and Graduate College Dean for a study they intend to conduct.

Here is a summary of the RPC’s meetings for the year:

#### **September 15, 2025**

First meeting of the year. The committee continued to discuss Centralization and IDC Return issues. A meeting with the SVPR Diaz de la Rubia was planned. Member Lapierre gave an update on the functioning of the Institutional Review Board IRB. RPC welcomed new GSPC representative A. Criswell. There was a discussion on finding a post-doctoral representative. RPC member Yadegari agreed to be the RPC representative to the monthly RII meetings.

#### **October 13, 2025**

The committee discussed the Compact for Academic Excellence in Higher Education and the RDPs letter is response. It was agreed that RPC should send its own statement. There was more discussion of the problems created by centralization.

#### **November 10, 2025**

Chair Ziurys circulated the Research Policy Committee memo she shared with the regarding the committee’s response to the Compact for Academic Excellence in Higher Education. The agenda for the November meeting with SVPR Diaz de la Rubia was finalized. Member Yadegari gave update from RII Meeting.

#### **December 8, 2025**

Meeting with SVPR Diaz de la Rubia and follow-up memo draft written. Report given by member Yadegari from RII Meeting. More discussion about the university CoI and CoC policies. These seem to be randomly applied.

#### **January 10, 2026**

Prof. Jekan Thanga met with the RPC to discuss safety issues in the laboratories at Arizona Materials Lab. The RPC prepared a draft statement concerning safety and hazardous work conditions at the AML. Of particular concern was the presence of a large ZnBr battery system apparently left over from previous building owners.

**February 9, 2026**

More discussion on the AML memo and the AML situation. The “Golden Dome” initiative was brought to the attention of the RPC and discussed. The RPC members expressed concern over such initiative that bypass faculty.

**March 16, 2026**

Further discussion of the AML developments and student involvement. There was a discussion about the decline at the university in aid for graduate students. It was decided that the RPC will examine this issue in more detail. There was additional discussion in the apparent lack of Senate action on Centralization and IT issues.

**April 20, 2026**

Upcoming meeting with SVPR discussed. Further discussion of new developments with the AML situation. Member Yadegari gave update from the RII Meeting.

Respectfully submitted,

Dr. Lucy M. Ziurys  
Chair, RPC

THE UNIVERSITY OF ARIZONA®  
STUDENT AFFAIRS POLICY COMMITTEE  
Faculty Center  
1216 East Mabel Street - PO Box 210456  
621-1342 (Fax: 621-8844)  
facultycenter@email.arizona.edu

# Student Affairs Policy Committee Annual Report 2025-2026

## **SAPC Members:**

- Kristin Little, Co-Chair, English
- Tim Ottusch, Co-Chair, Human Development & Family Science
- Sean O'Brien, GPSC Representative
- Adriana Grijalva, ASUA Representative
- Jennifer Ludwig, Student Success & Retention Innovation
- Jenny Nirh, Student Success & Retention Innovation
- Scott Gregory, East Asian Studies
- Matt Mugmon, Music
- Joel Smith, Honors College
- Amanda Kraus, Vice President for Student Affairs
- Marquez-Perez, Student Representative

The committee's focus in 2025-2026 remained on investigating current issues for our students, including international student issues.

## **Major SAPC Accomplishments in 2025-2026:**

- Co-Chairs Little and Ottusch presented an update to the Faculty Senate on September 8 about resources available for faculty (and staff) to support students.
- Continued to look at ways the committee to best support students, particularly looking into ways the committee can best get information to faculty.
- Focused on basic needs, setting up Basic Needs Presentation to Faculty Senate at the January 27, 2025, Senate meeting.
- Focused on campus safety. The committee hosted Chief Safety Officer Steve Patterson on November 13, 2025, and helped facilitate at Threat Assessment and Management Team (TAMT) presentation to the faculty senate on March 3.

## **Highlights from 2024-25 SAPC Meetings:**

- Presentations from Kris Wong Davis and Marrie Willard on important topics related to enrollment management and international students.
- Campus Safety Office Patterson presented on campus safety and followed up on questions regarding the campus shooting, why there was a delay in alerts to students, how they are changing things in the future related to alerts, and other campus safety topics.

- Bridgette Riebe and Dani Carillo presented on campus basic needs, including increased demand for support but fewer resources to support students, faculty, and staff needing that support.
- Housing and Residential Life, Campus Health, and the Library/Campus Store all presented on valuable resources and programs for students.

The committee met September 24, 2025; October 22, 2025; December 10, 2025; January 21, 2026; February 25, 2026; and April 15, 2026.

**Highlights for September 24, 2025:**

The group discussed key issues on campus regarding campus safety, AI, mental health service, and the upcoming major event of Bear Down Week. Future guest speakers were planned.

**Highlights for October 22, 2025:**

Dominique Calza joined from Student Culture and Engagement Hub. She discussed the restructuring and renaming processes. She discussed how students in those hubs have managed the changes. How to communicate these changes with the general faculty so they can address the spaces with their students was discussed.

**Highlights for December 10, 2025**

Member Kraus overviewed Provost Prelock's work to student success, such as the registrar moving to Enrollment Management, Career Development to Academic Affairs, and moving Parent and Family Programs into Student Affairs. Thrive Center likely moving to Dean of Students office next year.

**Highlights for January 21, 2026:**

The group spent time discussing the best role for the SAPC, given students have avenues and partnerships to bring up issues. Member Kraus shared the more sustainable funding model for Basic Needs coming with it not being as dependent on the campus survey for funding year to year. Campus housing was also discussed, as the university announced a mandated policy of living on campus for the first year (unless local).

**Highlights for February 25, 2026:**

..

**Highlights for April 15, 2026:**

Marie Willard, Director of International Student Services, joined the group to update the committee on ISS. This included resources they offer and how they have supported international students the past year given all the political and social issues ongoing.

**Highlights for May 13, 2026 (Scheduled):**

Greg Heileman, Vice Provost of Academic Affairs, and Christine Salvesen, Chief Retention Officer and Associate Vice Provost, Student Success will be joining our final meeting to talk about the Graduate Study and other projects in their office.

Respectfully submitted,

Kristin Little, English

Co-Chair, SAPC

Tim Ottusch, Human Development and Family Science

Co-Chair, SAPC

## **Strategic Planning and Budget Advisory Committee (SPBAC)**

### **Annual Report to University of Arizona Shared Governance Bodies**

Co-Chairs: Greg Heileman and Melanie Hingle

Reporting period: Academic Year 2025–2026

Prepared for: Faculty Senate

**Committee Charge and Purpose:** The Strategic Planning and Budget Advisory Committee (SPBAC) advises the President and Provost on institutional priorities related to strategic planning, academic quality, student success, and budget and resource allocation. SPBAC serves in an advisory capacity and does not take formal votes or set policy.

### **Meetings Held During This Reporting Period**

October 1, 2025, 8:15-11:15AM

November 19, 2025, 8:15-11:15AM

January 28, 2026, 8:15-11:15AM

March 25, 2026, 8:15-11:15AM

### **Special Meetings**

SPBAC convened two special sessions focused on high-priority institutional topics:

October 7, 2025, 1:00-2PM – Meeting with the President and Provost to discuss the Compact for Academic Excellence in Higher Education, including its implications for institutional priorities, accountability, and alignment with academic and financial planning

February 18, 2026, 8:15-9:30AM – Special session with Richard Cate, lead of the Budget Model working group, to review model development, assumptions, and implementation considerations in greater depth

### **Major Topics and Themes Discussed by SPBAC Across the Academic Year**

#### *1. Academic Success Goals (ASGs) and Institutional Alignment*

A central focus of SPBAC's work this year was engagement with the University's Academic Success Goals (ASGs), which serve as the implementation framework for institutional strategic imperatives. SPBAC provided feedback on alignment between strategies, metrics, and implementation approaches.

Members engaged in structured discussion of:

- Retention, persistence, and graduation outcomes
- Student success ecosystems (advising, belonging, mental health, transfer pathways)
- Research productivity and community engagement integration

The launch of the Provost Fellows program and broader campus engagement efforts were discussed as key mechanisms for implementation. Provost Fellows were invited to attend and participate in the January 2026 and March 2026 SPBAC meetings.

SPBAC contributions:

- Identification of potential misalignment between metrics and strategies
- Concerns about unintended consequences (e.g., equity implications, metric-driven behavior)
- Emphasis on integration across units rather than siloed implementation

## *2. Budget Model Development and Institutional Financial Strategy*

SPBAC engaged with the development of a new hybrid budget model, including through a dedicated special session with Richard Cate and members of the Budget Model Working Group

The proposed model incorporates elements of Responsibility-Centered Management (RCM) with centrally managed allocations and assessments.

Core model features discussed:

- Activity-based allocation framework
- Assignment methodologies
- Use of multi-year averages to determine allocations
- How units will be assessed for central costs
- A supplemental funding mechanism to address imbalances and transition effects
- Implementation of the model in combination with a reset of historical structural deficits, effectively starting all units from a new baseline

Key themes raised by SPBAC members:

Members emphasized the need for clear, accessible explanations of how allocations are calculated and how assessments are applied. Proposed variation across units in assessment rates and net budget authority raised questions about equity and comparability. There were robust discussions surrounding incentives and unintended consequences, including strong concerns about whether the model incentivizes course ownership over collaboration, and/or disincentivizes cross-college teaching and interdisciplinary programs. Alignment with Academic Success Goals (ASGs) was also touched upon, including comments and questions raised about whether and how the model would be used to support/incentivize student success (beyond enrollment and SCH), and high impact practices including advising, mentoring, and undergraduate research. Members noted potential structural program differences across colleges (e.g., humanities vs. professional programs) that may not be fully accounted for in an activity-based model. Finally, resetting structural deficits creates an opportunity but also risk if

underlying cost structures are not addressed. There was concern expressed that units may quickly return to deficit positions without structural adjustments.

Overall, SPBAC members' input emphasized:

- The importance of aligning budget incentives with institutional priorities, not just activity generation
- The need to reduce barriers to collaboration across colleges
- Greater clarity on how central assessments and supplemental funding decisions are made
- Ongoing refinement of the model to address administrative complexity and equity concerns

### *3. Salary Strategy, Workforce Sustainability, and Structural Alignment*

SPBAC engaged in a focused discussion on potential salary increases in the context of structural deficits and budget constraints.

Key themes:

- Compensation was deemed critical to retention, recruitment, and operational continuity for faculty and staff alike
- Staff workload emerged as a major concern alongside pay equity and salary compression
- There was general support for a modest, broad-based salary increase (~2%)

At the same time, members emphasized:

Salary decisions must be paired with structural changes; the institution must address programmatic scope, duplication, and long-term sustainability.

SPBAC guidance included a recommendation for a modest, university-wide salary increase program; pairing compensation decisions with visible structural actions; maintaining focus on equity and salary compression; using the upcoming budget reset as an opportunity to create a structure that would ensure long-term financial sustainability.

### *4. Academic Advising and Student Experience*

SPBAC continued engagement with the Strategic Academic Advising Initiative. Advising leaders presented on campus-wide movement toward a more coordinated or hybrid advising model with a focus on consistency in student experience across colleges. There is ongoing work on advisor training, career pathways, and use of shared systems.

Key issues raised by SPBAC members:

Variability across colleges in advising capacity and quality

Relationship between professional advising and faculty roles

Importance of integrating advising with broader student success efforts

## *5. Institutional Strategy and Prioritization of Opportunities*

Across multiple meetings—including discussion tied to the Compact—SPBAC surfaced broader strategic questions:

- Alignment between institutional size, enrollment trends, and program offerings
- Need to identify what activities or programs may need to be reduced, consolidated, or sunset
- Tension between continued program expansion and fiscal constraints
- Opportunities for more efficient academic delivery (e.g., shared courses, co-convening)

Members emphasized that structural financial challenges cannot be addressed solely through incremental or operational decisions, and clear prioritization by leadership and trade-offs to meet our obligations and achieve our goals are required.

## *6. Community Engagement and Regional Strategy*

SPBAC received updates on regional and community-facing initiatives, including:

- Yuma strategy and task force progress
- Expansion of community partnerships and workforce-aligned programming
- Integration of engagement efforts with academic and research priorities

## **Issues of Relevance to Shared Governance**

The following areas were identified by SPBAC members as requiring continued engagement with shared governance bodies, including SPBAC:

- Definition, measurement, and use of Academic Success Goal metrics
- Faculty roles in advising, mentoring, and student success initiatives
- Budget model incentives and their impact on academic programs and collaboration
- Salary strategy, equity, and workforce sustainability
- Institutional priorities related to academic programs, including potential program consolidation or restructuring
- Transparency in budget allocation and strategic decision-making

## **Reflections on SPBAC Process and Effectiveness**

SPBAC members provided feedback on committee structure and operations. Preferences expressed regarding the frequency of meetings were shared with the President and Provost for their consideration. Members emphasized the need for materials to be distributed in advance to support meaningful advisory input, and the importance of presenters bringing specific questions for SPBAC feedback. Members emphasized that SPBAC's unique composition (faculty, staff, students, administrators) is a strength that could be more fully leveraged.

Looking ahead to AY 26-27, key areas of anticipated SPBAC engagement include:

- Implementation and refinement of the new budget model
- Continued development and measurement of Academic Success Goals
- Ongoing work on advising structures and student success systems
- Institutional strategy related to financial sustainability and program alignment

SPBAC members engaged actively throughout the academic year on issues central to the University's future, including student success, financial sustainability, and institutional alignment.

A consistent theme across discussions was the need to connect strategy, budget, and operations more tightly—particularly in the context of structural financial challenges and evolving institutional priorities.

SPBAC will continue to provide advisory input to the President, Provost, and broader university leadership to support transparent, strategic, and sustainable decision-making.