



*Academic Personnel Policy Committee*

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**APPC Annual Report 2021-2022**

**2021-2022 APPC Members:**

Tessa Dysart, **Chair**, LAW (6/18-5/22)  
Janet Cooley, PHAR (6/19-5/22)  
Daniel B. Ferguson, CALS (1/19-5/22)  
Joe Gerald, COPH (6/21-5/22)  
Ronald Hammer, COM-P (6/16-5/22)  
Jiselle Lugo, ASUA (6/21-5/22)  
Caroline Phelps, COM-T (6/21-5/22)  
Martin Reimann, ELLER (6/20-5/22)  
Pat Willerton, SBS (6/10-5/22)

**APPC met 6 times during the 2021-22 year (9/8, 10/13, 11/17, 1/26, 2/2, 4/1) to review issues & policies summarized below. We may also meet in April if needed.**

**9.8.2021 Meeting**

**Guests:** Michael Brewer, Secretary of the Faculty  
Andrea Romero, Vice Provost Faculty Affairs

**Summary:** The Committee reviewed and discussed updates to the Grievance Process in UHAP Chapter 6 and in the Faculty Bylaws.

**10.13.21 Meeting**

**Guest:** Jessica Summers, Chair of the Faculty

**Summary:** The Committee discussed issues of Academic Freedom and civil discourse.

**11.17.2021 Meeting**

**Guests:** Andrea Romero, Vice Provost Faculty Affairs

**Summary:** The Committee reviewed and discussed UHAP changes to the annual review process.

**1.26.22 Meeting**

**Guests:** Michael Brewer, Secretary of the Faculty

Ravi Goyal  
Leila Hudson  
Dan McDonald  
John Milbauer  
Timothy Ottusch  
Andrea Romero, Vice Provost for Academic Affairs

Caleb Simmons  
Stella Mae Smith

**Summary:** The Committee and guests discussed Senate concerns surround the Grievance process changes in the Bylaws. The discussion primarily centered around whether CAFT hearings may be open.

#### **2.2.22 Meeting**

**Guests:** Liesl Folks, Provost

Taren Ellis Langford, Director of Office for Responsible Outside Interests

Andrea Romero, Vice Provost of Faculty Affairs

**Summary:** The Committee and guests discussed concerns raised by C11 about the conflict of interest and conflict of commitment policy.

#### **4.1.22 Meeting**

**Guests:** Michael Brewer, Secretary of the Faculty

John Milbauer

Andrea Romero, Vice Provost for Academic Affairs

Elizabeth Miller, Office of General Counsel

**Summary:** The Committee and guests further discussed Faculty Bylaws language on open CAFT hearings.

Respectfully submitted,

A handwritten signature in black ink, appearing to be 'Tessa L. Dysart', written over a horizontal line.

Tessa L. Dysart, Chair, APPC

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**General Faculty Standing Committee**  
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## **Committee of Eleven**

### **Annual Report 2021-2022**

#### Members:

Dr. Wolfgang Fink, Chair, Electrical & Computer Engineering (6/18-5/22)  
Dr. Leila Hudson, Vice-Chair, School of Middle Eastern Studies (6/21-5/23)  
Dr. Sonia Colina, Spanish & Portuguese (6/18-5/22)  
Dr. Evangeline Dowling, Nursing (6/20-5/22)  
Dr. Laura Hollengreen, School of Architecture (6/19-5/23)  
Dr. Barbara Kosta, German Studies (6/21-5/23)  
Dr. John Milbauer, School of Music (6/21-5/23)  
Dr. Caleb Simmons, Religious Studies and Classics (6/20-5/22)  
Dr. Shufang Su, Physics (6/21-5/23)  
Dr. Jessica Summers, Chair of the Faculty, Teaching/Learning/Sociocultural Studies (6/18-5/22)  
Dr. Marlys Witte, Surgery (6/20-5/22)  
Mr. Noah Vega, ASUA (6/21-5/22)

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The Committee of Eleven (C11) was established in 1947 by President James Byron McCormick to obtain advice from the faculty. When the Faculty Senate and Constitution were established in 1948, the Committee of Eleven was defined constitutionally and membership determined by faculty-wide election. C11 is unique in higher education governance structures and is independent of other faculty or administrative committees or organizations. The Committee of Eleven is University-wide and does not have a prescribed agenda.

#### **Faculty Constitution Article V, Section 3 provides:**

The Committee of Eleven shall:

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

The 2021-2022 Academic Year continued to be an extremely busy year for C11, due to the ongoing COVID pandemic, the ramifications of the university-wide furlough in Fall 2020, and the Ashford acquisition and resulting planned integration of UAGC (University of Arizona Global Campus) into the University of Arizona, all of which resulted in complexities and challenges. Given the COVID pandemic, but also given the newly discovered efficiency of zoom-meetings, C11 continued to meet regularly throughout the Academic Year 2021-2022 via zoom only.

The most significant projects undertaken this year by C11, in terms of effort and time, were (1) finalizing of the suggested revisions to UHAP 5.2 ("ANNUAL PERFORMANCE REVIEWS OF ADMINISTRATIVE PERSONNEL") that were drafted 3 years ago by C11; (2) review of air ventilation issues in buildings and rooms across the university; and (3) university-wide annual

performance review issues with special attention to Academic Freedom of Expression (Chicago Statement). As a first step towards realizing the suggested changes to UHAP 5.2, C11 reviewed and discussed them with VP Andrea Romero. C11 will take the necessary next steps in the upcoming Academic Year 2022-2023 to implement these changes in collaboration with other shared governance and administrative units.

In addition, C11 focused during AY 2021-2022 on challenges to the university campus due to COVID (reentry for Fall 2021 and Spring 2022), persistent challenges to shared governance, and the Ashford University acquisition and subsequent decision to integrate UAGC into the University of Arizona. Several statements/letters were issued regarding these and other matters (for more details, please consult the pertinent documents/meeting minutes on the C11 web page). Here is an unranked list of topics that were investigated, discussed, and acted upon by C11 throughout AY 2021-2022:

- Teaching modalities in light of COVID-19;
- Room ventilation issues across the university;
- UHAP 5.2: annual reviews of administrators (especially Deans and Department Heads);
- University-wide furlough payback considerations;
- Gift-driven renaming of colleges and associated conflict of interest;
- CAFT hearing procedures;
- Academic Freedom of Expression (Chicago Statement; UHAP 7.01) vs. civility on campus;
- Conflict of Interest (COI) policy issues;
- Shared Governance issues;
- Annual Performance Review issues university wide;
- UAGC issues.

It is customary for C11 to invite guests to its regular meetings to engage in discussion of pertinent issues with committee members. During the 2021-2022 Academic Year the list of guests included:

- Dr. Steven Schwartz, Regents Professor and former Chair of C11
- Dr. Jonathan Bean, Assistant Professor in the School of Architecture
- Provost Liesl Folks
- Two faculty members of the College of Medicine
- President Robert Robbins
- VP Andrea Romero
- SVP Laura Todd Johnson, Director of OGC.

Finally, the committee's Chair and Vice-Chair met with individuals and small groups that expressed specific concerns under the purview of C11. The Chair and Vice-Chair advised said individuals and groups and brought matters back to the committee when warranted.

It is our sincere hope and expectation that in the Academic Year 2022-23 the committee, comprised of new and continuing members, will continue its work guided by its usual enthusiasm and dedication to faculty and university issues.

Respectfully submitted,

Dr. Wolfgang Fink

Chair, Committee of Eleven (C11)



**Committee on Academic  
Freedom and Tenure**

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**THE UNIVERSITY OF ARIZONA  
Committee on Academic Freedom and Tenure  
Annual Report, 2021-2022**

**Committee Members**

Dr. Dalila Ayoun, Chair	French and Italian	COH
Dr. Dian Li, Vice Chair	East Asian Studies	COH
Dr. Nolan Cabrera	Educational Policy	COE
Dr. Jamie Edgin	Psychology	COS
Ms. Yamila El-Khayat	AZ Health Sciences Library	LIB
Dr. Samira Farwaneh	Middle Eastern/No. African Studies	SBS
Dr. Lynn Gerald	Health Promotion Sciences	COPH
Ms. Yvonne Mery	Main Library	LIB
Dr. Janet Meiling Roveda	Electrical Computer Engineering	ENGR
Dr. Gayatri Vedantam	Animal & Biomedical Sciences	CALS
Dr. Ramin Yadegari	School of Plant Sciences	CALS
Ms. Angie Zielenski	School of Art	COFA

**Mission Statement**

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

**Hearings**

CAFT held a hearing on December 7-8, 2021 via Zoom. The panel made its recommendation to President Robbins on January 17, 2022 after requesting an extension pursuant to Article VII, Section 6(a)(viii)(12). President Robbins has not yet rendered his decision.

CAFT held a hearing on January 12-13, 2022 via Zoom. The hearing that was originally scheduled on December 13-14, 2021, was rescheduled at the request of the grievant. The panel made its recommendation to President Robbins on February 8, 2022. President Robbins has not yet rendered his decision.

A panel was charged with hearing a third case, but the grievant did not pursue it and the case was closed.

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

Respectfully submitted,

A handwritten signature in black ink, reading "Dalila Ayoun". The signature is fluid and cursive, with the first name "Dalila" and last name "Ayoun" clearly distinguishable.

Dalila Ayoun  
Chair, CAFT (2019-2022)



**Committee on Conciliation**

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**Committee on Conciliation ANNUAL REPORT 2021-22**

<b>Committee Members</b>	<b>Department</b>	<b>College</b>	<b>Term</b>
Dr. Cynthia White, Chair	Classics	COH	2021-2023
Dr. M. Grandner, Vice-Chair	Psychiatry	COM-T	2021-2023
Dr. Jeffrey Fehmi	Natural Resources	CALS	2020-2022
Dr. Benjamin Lawrance	History	SBS	2020-2022
Dr. Barbara Selznick	Theatre, Film, & TV	COFA	2020-2022
Dr. Shufang Su	Physics	COS	2021-2023

One **Referral for Appeal** was forwarded to the Committee on Conciliation from President Robbins:

**Overview.** Grievance filed by Career-Track Lecturer of the Recommendation of Dismissal for just cause.

The grievance stemmed from disagreement about what constituted violation of administrative leave, and whether use of an UA server to post documents related to grievance was in violation of FERPA.

**Outcome:** Success. Respondent forwarded desired outcomes to President Robbins et al. They were accepted.

Respectfully Submitted,

Professor Cynthia White, Chair  
Committee on Conciliation

## Constitution and Bylaws Committee

### 2021-2022 Annual Report

#### Members:

Mr. Michael Brewer, **CHAIR**, Secretary of the Faculty

Dr. Alex Braithwaite, SBS

Ms. Cheryl Cuillier, LIB

Dr. Amy Fountain, SBS


Dr. Andrea Romero, *ex-officio*/non-voting

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Our committee handled business over email throughout the year. We reviewed and proposed changes to the Constitution and Bylaws that included a number of housekeeping and substantive changes.

A significant amount of time was spent working with grievance committee members, the OGC, APPC, and others drafting suggested changes in the grievance processes in order for them to align with ABOR and UHAP policy, and to update language that had been confusing to grievants and grievance committee members. Unfortunately, despite a good deal of work and the Bylaws and Constitution changes being put on Senate agendas multiple times, Senators voted to table the votes and none of the proposals were voted on this year. Proposals that were approved by Senate to go forward for a General Faculty vote last year were voted on by the General Faculty this year, and those that pass are expected to be signed by the President.

Because the backlog of changes approved by Senate but not yet voted on by the General Faculty or the President grew this year, the documents we have been using to show what changes to the Bylaws and Constitution are pending a General Faculty vote and which are under consideration by Senate to send to the General



Faculty became quite confusing to track. To counter the this, the Chair developed 6 separate documents that are now on the C&B webpage. 1) Current Bylaws, 2) Current Constitution, 3) Bylaws with proposals for Senate review, 4) Constitution with proposals for Senate review, 5) Bylaws with proposals pending a General Faculty vote, and 6) Constitution with proposals pending a General Faculty vote. We also added page numbers and line numbers to all the proposal documents, at the request of Senate.

Respectfully submitted



Michael Brewer

Chair

Constitution and Bylaws Committee



*Diversity, Equity & Inclusion Committee*

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## Annual Report Faculty Senate DEI Committee 2021-22

Date: April 7, 2022

Submitted by Rebecca Tsosie, Regents Professor of Law and Chair, Faculty Senate DEI Committee

### Committee Members:

Dr. Rebecca Tsosie (**CHAIR**) | Law Instruction/LAW (6/21-5/22)  
Dr. Nolan Cabrera | Educational Policy Studies and Practice/COE (6/21-5/22)  
Dr. Aileen Feng | French and Italian/COH (6/21-5/22)  
Dr. Melanie Hingle | Nutritional Science/CALS (6/20-5/22)  
Professor Mona Hymel | College of Law/LAW (6/21/5/22)  
Dr. John Milbauer | School of Music/COFA (6/21-5/22)  
Dr. Praise Zenega | Africana Studies/LAW (6/21-5/22)

Our first meeting was held on September 9, 2021. We revisited the minutes from the last meeting of the prior year's Committee and articulated a list of potential goals for the year, including:

- (1) To meet with AVP Ivy Banks and determine how she had restructured the DEI portfolio at UA
- (2) To determine how the OMBUDS program had been restructured
- (3) To determine whether there was interest in a Faculty Senate resolution in support of academic freedom given developments over the summer in states seeking to curtail certain forms of academic study  
[End of year update: we decided against this based on data from other states]
- (4) To survey the various DEI Officers among the different academic units and schools at UA and see what the current "best practices" are for diversity and inclusion and what the challenges were.  
(End of Year Update: we are working with Dr. Alvarez on this)
- (5) To meet with ABOR at the UA meeting and engage a discussion of inclusion in Higher Ed  
(End of year update: this could not happen due to covid restrictions)
- (6) To determine whether existing surveys had generated a complete data set on inclusive excellence or whether we should design a further instrument as part of our Committee role.  
(End of year update: we decided against generating another survey)

We thought it was important to start with the meeting with AVP Banks because we did not want to overstep and we felt it was important to align our work with her goals. We scheduled a meeting with AVP Banks and it was cancelled and rescheduled three times before the end of the Fall semester. We then got notified in early January that AVP Banks had resigned her position.

In the meantime, we received correspondence from campus constituents expressing confusion on what should be done if a faculty member is facing a challenging workplace environment, but this is not a case of “discrimination” under prevailing legal standards. We did not understand the role of the Ombuds Office or HR, and we were told that OEI is under a separate Office. We wanted to explore this question with AVP Banks.

The Committee also received complaints about the UA training on discrimination because it did not address the issues that confront Latino faculty at an HSI and concern reactions to language and accents.

We were unsuccessful in getting any information about the organization of DEI at UA until Maribel Alvarez was appointed in Spring 2022. We understand that DEI at UA is part of a “silo culture” in which best practices are not made uniform or shared among units.

In Spring of 2022, Dr. Alvarez was appointed to her position and we immediately reached out to congratulate her and invite her to meet with our Committee. She responded immediately and within a week after her appointment, she met with us and we could see what an excellent leader she will be. Dr. Alvarez is a faculty member who truly understands the issues and she has a sophisticated, but grounded, view of how to operationalize DEI. We had a wonderful exchange with her and we shared our goals and objectives and got her feedback.


Recently, Dr. Alvarez shared her initial chart on the structure of DEI and she also shared her insights from meeting with the students and several faculty affinity groups. She also explained the plan for the OMBUDS process.

We are now back on track and discussing how to achieve our goals. We hope to coordinate a meeting with the DEI officers campus-wide in the future. We will be inviting Vice Provost Andrea Romero and Dr. Judy Marquez-Kiyama to our final meeting in May to discuss the input from faculty campus constituents in light of the innovative programs that her Office has generated.

We are confident that the current leadership of DEI at UA is fully able to effectuate the desired changes that the campus community would like to see. As Chair of the DEI Committee, I strongly recommend that the Chair for next year should be appointed from the membership of the Faculty Senate. It has been difficult for me to chair this Committee because I am not an elected member of this body and do not fully understand the protocols. The Committee members have been wonderful. Our Senate members have the knowledge and capacity to chair the Committee next year.

I would also recommend that the Faculty Senate DEI Committee should be part of a larger Senate governance team to examine the impacts of larger structural changes (i.e., the AIB process), which could affect diversity and inclusion at UA. We currently do not have input and lack the ability to make our insights meaningful in avoiding unintended harms.

Thank you for the invitation to share a brief report of our Committee’s work for 2021-22.





**University Committee on  
Ethics and Commitment**

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**UNIVERSITY COMMITTEE ON ETHICS AND COMMITMENT  
2021-2022 Annual Report**

**UCEC Members:**

Dr. Jennifer Jenkins CHAIR (3/21-5/22) (SBS)  
Dr. Kurt Gustin VICE CHAIR (6/20-5/23) (COM-PHX)  
Dr. Damian Baca (6/21-5/24) (SBS)  
Dr. Kate Bunton (6/21-5/24) (COS)  
Dr. Melissa Delgado (6/19-5/22) (CALS)  
Mr. Stephen Hussman (6/20-5/23) (LIB)

**Ex officio:** Mr. Scott Pryor **Research Integrity Officer (RIO)**

**Mission (from Faculty Constitution, Article V, Section 7)**

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

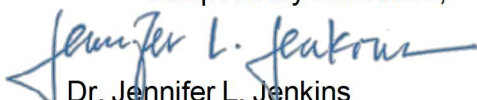
See also the inquiry function of the UCEC as described in UHAP 2.13.09: “Policy and Procedures for Investigations of Misconduct in Scholarly, Creative and Research Activities.”

The Committee’s Annual Meeting was held on August 17, 2021.

The Committee’s only Inquiry Panel associated with the 2021-2022 academic year began in the late spring and concluded in mid-summer 2021, completing the inquiry that was in progress at the time of the 2020-21 Annual Report. This Inquiry Panel was charged to investigate a complaint of allegations of research misconduct on April 13, 2021 by Scott Pryor, Research Integrity Officer.

The Inquiry Panel investigated the allegations by reviewing evidence, consulting outside experts and interviewing witnesses. The Panel submitted a report with Findings and Recommendations to Scott Pryor on July 20, 2021.

Respectfully submitted,

  
Dr. Jennifer L. Jenkins  
Chair, UCEC

## Committee on Faculty Membership

### 2021-2022 Annual Report

**Members:**

Mr. Michael Brewer, **CHAIR**, Secretary of the Faculty  
Dr. Dana Narter, SBS  
Dr. Dan McDonald, CALS  
Dr. Andrea Romero, *ex officio*/non-voting  
Dr. Judd Ruggill, COH

Our committee conducted our work over email this year.

Last year, an updated practice document for elections was developed that includes the Chair ensuring that all Members of the General Faculty are assigned an appropriate Vote Code prior to any election. This process was followed this year, with the chair updating or adding new faculty vote codes, as needed, 5-6 times during the year (including just prior to both elections).


There was an unusually large influx of new members into the General Faculty this year, primarily due to a large number of retired faculty being granted emeritus status retroactively.

Some irregularities were identified in the Census in the first days of the elections in late January. After review, the issue was found to have originated in units making coding errors in UAccess (due to a change in the interface) and not to the report that generates the Census. These errors were quickly identified and resolved.

The Chair created a description on the elections webpage of how the criteria for membership in the General Faculty are applied in the report that uses UAccess data to generate the Census.

The Chair also created an online form where faculty may petition the Committee on Faculty Membership if they feel they meet the criteria but are not showing up in the Census.

No petitions for Membership in the General Faculty had to be reviewed by the Committee this year.



Respectfully submitted

A handwritten signature in blue ink, appearing to read "Michael Brewer", is positioned above the printed name.

Michael Brewer, Chair  
Committee on Faculty Membership

## Grievance Clearinghouse Committee 2021-2022 Annual Report

### Committee Members

Dalila Ayoun, COH	Chair, CAFT
Dian Li, COH	Vice-Chair, CAFT (Non-voting)
Sharon Dial, VET MED	Senate Representative
Jennifer Jenkins, SBS	Chair, Ethics
Kristen Klotz	Director, Office of Institutional Equity
Cynthia White, COH	Chair, Conciliation

### Mission

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

### Petitions

The Committee reviewed seven petitions in the 2020-2021 academic year:

- A complaint from a faculty member was received on July 10, 2020 regarding salary cuts. The Committee declined to refer the case to any of the committees that fall under its purview because it fell outside of the purview of the Committee.
- A complaint from a faculty member was received on July 30, 2020 alleging attempts to curtail academic freedom. The Committee referred the case to the Committee on Conciliation.
- A complaint from a faculty member was received on October 14, 2020. An amended grievance was submitted on October 28, 2020. The Committee requested supplemental information from both the grievant and the respondent, met to discuss the case in light of the new information. The Committee concluded that the grievance could not be heard because the grievant was awarded due process, and the grievant's request fell outside the purview of the Committee.

- A complaint from a faculty member was received on December 17, 2020. The GCC unanimously concluded that the grievance could not be referred to any of the committees that fall under its purview because the grievant was no longer a member of the General Faculty. The grievance was filed on the same day as the last day of employment. The Grievance Policies and Procedures for Faculty outlined in the Bylaws state that the process provides “review procedures for members of the General Faculty.” Article II of the Faculty Constitution limits the definition of “General Faculty” to those individuals “who hold” faculty appointments or who have Emeritus status.
- A complaint from a faculty member was received on January 3, 2021. The GCC unanimously concluded that the grievance could not be referred to any of the committees that fall under its purview because the grievant was no longer a member of the General Faculty.
- A complaint from a faculty member was received on May 1, 2020 regarding a reprimand from a Dean. The Committee referred the case to the Committee on Conciliation.
- A joint complaint from two faculty members was received on March 15, 2021 regarding a letter of reprimand from a department head. The case was referred to CAFT, the Chair conducted pre-hearing interviews of the grievants and respondent, consulted with the OGC and met with a panel constituted to review the case. The panel unanimously decided to refer the matter to the Committee on Conciliation.

The Chair is grateful for the work and expertise of GCC members, all of whom volunteer their time to serve on this important shared governance committee.

Respectfully submitted,



Dalila Ayoun, Chair  
Grievance Clearinghouse Committee



*Research Policy Committee*

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**Research Policy Committee**

**ANNUAL REPORT 2021-22**

**Committee Members:**

Dr. Paul Gordon, **CHAIR**, COM-T (6/19-5/22)  
Dr. Rebecca Crocker, Postdoc (12/20-5/22)  
Dr. David Cuillier, SBS (6/20-5/22)  
Dr. Wolfgang Fink, ENGR (6/20-5/22)  
Ms. Louise Lalescu, ASUA (8/21-6/22)  
Dr. Stanley Pau, OSC (6/11-5/22)  
Dr. Marlys Witte, COM-T (6/13-5/22)

The main activity of this past year was to work on a Discussion of IDCs. We began the year as we had ended last year and we embarked on a discussion of IDC distribution.

I will paste our Committee's meetings here to provide some detail.

We plan to end the year with a presentation at Faculty Senate requesting that the new Senate, when it convenes in the Fall, will discuss and vote on our proposal the Principal Investigators receive a percentage of the IDC without depending on each College's Dean to make that determination.

**September 23, 2021:**

The first meeting of the FY2021-2022, The group discussed setting an agenda for the year with a goal to mainly discuss indirect cost. Additionally, the committee discussed the doing away of the cisco phone system and the new school for mining and geo-sciences.

**October 21, 2021:**

In this meeting Dr. Betsy Catwell and Sanghita Pawar came to talk to the committee about AIB and indirect cost flow. The two guests provided multiple links and resources which gave a deeper breakdown of the new model and cost flow.

**November 4, 2021**

The committee members discussed the meeting with Dr. Cantwell and Dr. Pawar regarding the topic of Indirect Costs and AIB. It was held in executive session.

**December 2, 2021:**

The committee's main discussion revolved around Dr. Cuillier's report regarding the white paper detailing the RCM transition to AIB. Dr. Cuillier explained the F&A breakdown and incentives for research that come with this AIB model. The group also discussed the meeting with SPBAC regarding the presentation from Lisa Rulney about furloughs.

**February 22, 2022:**

In this meeting Parker Antin discussed in his presentation to the group the University's transition to AIB. Antin then gave a brief Q&A after his presentation.

**March 23, 2022:**

The RPC members recapped Antin's presentation from the previous RPC meeting on February 22, 2022. Gordon was absent at the previous meeting, and the group explained the main points from the presentation. In his presentation, Antin detailed how Facilities and Administrative Costs (F&A) will be affected from the University of Arizona's transition from its current Responsibility Centered Management (RCM) model to the Activity Informed Budgeting (AIB) model.

Respectfully submitted,

Dr. Paul Gordon  
Chair, RPC



**Shared Governance  
Review Committee**

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**Shared Governance Review Committee**  
Annual Report 2021-22

**2021-2022 Membership:**

**Faculty**

Melanie Hingle, Vice Chair of the Faculty & SGRC **CHAIR**  
Jessica Summers, Chair of Faculty  
Sabrina Helm, Co-Chair SPBAC  
Robert Stephan, SPBAC Member  
Leila Hudson, Senator  
Mona Hymel, Senator

**Administrators**

Liesl Folks, Provost  
Betsy Cantwell, Senior Vice President, Research, Innovation, and Impact  
Laura Todd Johnson, Senior Vice President for Legal Affairs

**Staff**

Jennifer Lawrence, President of UArizona Staff Council  
Jeffrey Jones, UArizona Staff Council Member

**Students**

Shilpita Sen, President, Graduate and Professional Student Council  
Alexandria Devereux, Vice President, Associated Students of the University of Arizona

**Mission of Committee as Outlined in the Constitution of General Faculty:**

The Shared Governance Review Committee addresses issues regarding the implementation and functioning of the procedures contained in the Shared Governance Guidelines and Agreements as may be entered into from time to time. It will establish and maintain processes to (1) review compliance with the agreement, (2) examine ways in which apparent breaches of the agreement can be addressed, and (3) consider possible extensions of the agreement. It is the body to which members of the University

community can bring particular shared governance concerns, and it will also examine whether the agreement has been violated or is in need of clarification or modification.

### **2021-2022 Summary**

Members convened seven times over the course of AY 20-21: September 14, 2021; October 19, 2021; November 9, 2021; December 14, 2021; January 14, 2022; February 14, 2022; April 14, 2022 (see below for activities and agenda). Primary tasks were revisiting (and as needed, revising) the Committee charge, and producing a set of guidelines by which the faculty and administration could agree to work moving forward (the Shared Governance Memorandum of Understanding (MOU), and a proposed Shared Governance (SG) "Playbook," designed to onboard new colleagues and remind current members of shared governance processes at the University of Arizona).

**September 14, 2021, agenda:** introductions, goals for AY21-22, proposal to modify the shared governance MOU, shared terminology. **Summary of the discussion and next steps:** Members were oriented to the charge of the committee (revised MOU, address health of SG and help solve issues/disputes that arise). Goals for the academic year were discussed, including (1) producing an updated MOU that was acceptable to all constituent groups, (2) revisiting how "accountability" is operationalized in our guiding documents, and what we mean by "shared" in "shared governance" beyond the standard definition, (3) creating 'case studies' of our shared governance successes and challenges from which we can learn, (4) establishing enduring principles that are robust enough to stand the test of time, (5) bridging communication / understanding gaps, (6) develop guidance to help us effectively seek counsel and engage appropriate expertise while dealing with urgent and timely issues

**October 19, 2021, agenda:** Review shared terminology; review proposal to modify shared governance documents (guiding principles and implementation plan) and discuss member edits. **Summary of the discussion and next steps:** Members spent the meeting discussing different aspects of the draft guiding principles.

**November 9, 2021, agenda:** Review proposal to modify shared governance documents (guiding principles and implementation plan) and discuss member edits. **Summary of the discussion and next steps:** Members spent most of the meeting discussing different aspects of the draft guiding principles and implementation plan and continued to make steady progress toward revisions. Members generally agreed on the purpose of the guiding principles and the implementation plan, although there was some disagreement on what committees on campus are "shared governance", especially [Committee of Eleven](#). Members agreed that we should formally 'approve' the guiding principles prior to sending these documents as a package to Senate in 2022 for review/a vote.

**December 14, 2021, agenda:** Review proposal to modify shared governance documents (guiding principles and implementation plan) and discuss member edits. **Summary of the discussion and next steps:** The committee members reviewed the implementation plan, specifically section 3 (Selection and Review of Academic Administrators and Academic Vice Presidents) and part of section 4 (Position Searches; up to and including section 1B). Changes and suggestions were added to the document, and including greater alignment with DEI principles, and exemplars on how to handle administrative decisions made outside of the scope of shared governance to inform language about handling disagreements in the guiding principles document.

**January 14, 2022, agenda:** Review proposal to modify shared governance documents (guiding principles and implementation plan) and discuss member edits. **Summary of the discussion and next steps:** Members had a robust discussion about the last few sections of the implementation plan draft. There was discussion (and some disagreement) about how members should handle / communicate shared governance issues that come to the SGRC. Some members thought we should invite others to join our committee as needed to increase our bandwidth since we're a small group; other members thought that we should stick with our current composition which is purposefully designed to reflect representation from elected faculty, elected staff, elected students, and appointed administrators. There was also some discussion about whether SGRC should be focused on process or outcomes or both. The overall group consensus (although this was not unanimous) was that we are focused on determining whether the process of shared governance is being followed, and not on what the outcomes are of the issue under examination.

**February 14, 2022, agenda:** discuss, review, and approve draft guiding principles and implementation plan to send to Faculty Senate; discuss guidance related to selection and review of academic administrators and academic VPs; discuss shared governance issues for SGRC consideration (e.g., UA Global Campus) **Summary of the discussion and next steps:** Members held a robust discussion on one section of the draft implementation plan related to hiring and review of academic administrators. The committee membership unanimously approved the two draft documents to send to Faculty Senate for review and feedback.

**March 2022 – No SGRC meeting was held.** Draft guiding principles and implementation plan were sent to Faculty Senate for comment following feedback received at a special meeting convened with Senators on March 28, 2022, and a regularly scheduled Faculty Senate meeting on April 4, 2022.

**April 14, 2022, agenda:** Consider revisions to the guiding principles and implementation plan suggested by Senators. Discuss indicators of the health of shared governance. **Summary of discussion and next steps:** The Committee approved the minor revisions suggested by Senators and a member of SGRC. The final guiding principles and implementation plan will be submitted to Faculty Senate by Monday April 18<sup>th</sup>, in preparation for a vote on May 2<sup>nd</sup>, 2022. Members spent the remaining minutes of the meeting discussing future activities for the SGRC next AY, including how to evaluate the effectiveness of shared governance. Suggestions included examining effectiveness of individual members/bodies of shared governance; using a mixed methods (QUANT/QUAL) approach; conducting a self-study; and leading discussions on campus about shared governance.

New members will rotate on to this committee over the summer according to the bylaws and membership requirements for this Committee. Quarterly meetings are planned for AY22-23.



Melanie Hingle, PhD, MPH, RDN  
Vice Chair of the Faculty 2020-22  
Chair, Shared Governance Review Committee 2020-22



**Student Affairs Policy Committee**

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**Student Affairs Policy Committee  
Annual Report 2021-2022**

**SAPC Members:**

- Cheryl Casey, *Co-Chair*, Research & Learning (LIB)
- Diane Ohala, *Co-Chair*, Linguistics (SBS)
- Charlotte Brown, Postdoctoral Fellow (OSC)
- Meg Cota, Educational Policy Studies and Practice (COE)
- Sylvester Gaskin, Associate Dean of Students (*ex-officio*)
- Kristen Little, English (SBS)
- Matthew Mugmon, Music (COFA)
- Timothy Ottusch, Family Studies-Human Development (CALS)
- Jeff Stone, Psychology (COS)
- Jordan Toyos, (ASUA)

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During the academic year 2021-2022, the committee assembled 8 times: September 8, 2021; October 13, 2021; November 3, 2021; December 8, 2021; February 9, 2022; March 16, 2022, April 13, 2021, and (upcoming) May 4, 2022. Highlights of each meeting are provided below.

**Highlights for September 8, 2021, included:**

*Discussion of Student Basic Needs Survey:* Surveys to assess student basic needs were distributed at all three state institutions. ASU partnered with and distributed the Hope Survey whereas NAU and UArizona crafted an in-house [Student Basic Needs Survey](#) (informed by the Hope Survey). UArizona's distribution in Spring 2021 garnered a 10% response rate. Committee members reviewed the data, noting that 35% of respondents

reported having experienced food insecurity. Members also noted that food insecurity disproportionately affects BIPOC students, and that 76% of students experiencing food insecurity did not reach out for assistance because they thought they were ineligible, didn't know the services existed, or didn't know where to go, among other reasons. The survey also showed that there are students who could benefit from campus and/or community resources yet they do not use them because they feel others need it more.

Member Little raised the reluctance of international students to use community resources for fear it could affect their visa and residency status. Member Stone suggested that if it could be determined exactly which types of students need the help, different interventions could be targeted toward those students. Co-Chair Casey brought up that there are some new offices/departments that did not exist before (e.g., Student Success & Retention Innovation) and would like to collaborate with them.

*Discussion of COVID-19 protocols and procedures:* Committee members discussed UA Arizona's website in relation to Covid-19 protocols and procedures. Students and faculty both report being unable to easily find information. Member Cota expressed that students receive a lot of communication daily and when it is too much, these important things slip through the cracks. Students also get frustrated and give up when there are multiple clicks needed to get to resources. Co-Chair Ohala talked about putting a "help" button on the UA homepage, which was up and running as a result of SAPC's previous suggestion to the Provost, but it was then taken down during a UA Arizona homepage refresh. Member Cota suggested the use of QR codes to guide students to the proper resources and co-chair Casey suggested the use of a chatbot feature on the website, which has been a successful strategy at other institutions.

### **Highlights for [October 13, 2021](#), included:**

*Follow-up from 9-8-21 Meeting:* Co-Chair Casey explained that five ["What Students Should Know About COVID-19" videos](#) have been added to UA's COVID-19 page to assist student and others' navigation of current protocols, at the request of SAPC. Member Gaskin reported that the Campus Pantry is seeing close to 1,000 people a week, which is close to peak pandemic numbers. There is a push to expand the Campus Pantry—currently there are small grab bags available at Health Sciences.

*Discussion of Graduate Student Financial Stress Survey:* Co-Chair Casey asked the committee to identify challenges noted in the [the 77-page survey](#) and come up with possible solutions. Member Cota expressed that it is important to compare what has and has not changed since the start of the pandemic. Member Stone agreed and suggested that the committee think of solutions with the current pandemic in mind. He explained that a big issue to draw attention to is the unpredictability of funding and the threat that it places on students. The way that funding is dispersed does not allow for graduate students to plan ahead because it does not come until the semester has already started. Member Cota brought up awards and explained that award letters come right at the start of the semester, not before. Member Stone talked about grants and how students utilize the graduate assistant and teaching assistant positions for help with funding. Member Ottusch expressed that there should be a transparent timeline so that

students can put back-ups in place in case they do not get the grant funding. Member Ottusch brought up that housing costs are rising, which exacerbates the situation. Committee members discussed the dropout rate and the committee's need for statistics on retention. Member Brown brought up two possible reasons for dropping out: lack of information and lack of resources.

Member Gaskin explained that his team is working on a training to help students apply for Supplemental Nutrition Assistance Program (SNAP) benefits. He agreed that communication is a widespread issue, and it is hard to get the right information out to the right people. Email is not reliable because not everyone checks/reads their emails. Member Brown brought up the workload of graduate students and expressed it needs to be looked at as well.

### **Highlights for November 3, 2021, included:**

*Follow-up from 10-13-21 Meeting:* Co-Chair Ohala revisited the financial stress survey and explained that there is real concern campus-wide for departments not being able to meet the floor for the increase in graduate student wages. A big concern is that this could mean fewer graduate students; Provost Folks stated that UArizona may have to lower the number of graduate students to meet the floor for the number of students that are accepted. There will also be an increase in mandatory fees for graduate students.

*Presentation by Dr. Meredith Aronson on CatCloud:* Guest Aronson explained that UArizona has implemented a new multi-constituent system on a single platform called [CatCloud](#), which offers students a way to manage aspects of student life including getting feedback from instructors and the ability to flexibly manage what they see. From workshops conducted for this purpose, students expressed four different needs that could be met by such a platform: 1) academic success, administrative support and navigation of processes 2) timely, personalized content to the student 3) top-level information made available in a way that is relevant to students, and 4) content should be student driven and refined by students. There is a working group of students that have been meeting weekly to refine this process, and the soft launch will be in January of 2022 in the Honors College. This is currently geared towards undergraduates; there is no unique graduate interface yet. Development of CatCloud will be iterative. A Fall 2022 launch is planned.

Member Brown expressed that the magnitude of information on the calendar for students could become overwhelming. Guest Aronson explained that they are working on a "turn in" function so that once students are done with an assignment, it drops off the list. Co-Chair Ohala suggested having a "Basic Needs" tab within the CatCloud platform so that students can find basic needs resources when they need them. A current problem is that students in need often do not know such resources exist or where to go to receive them. Co-Chair Ohala will send the link to the Student Basic Needs survey to Guest Aronson so she can verify the data and bring the idea back to the working group.



### **Highlights for December 8, 2021, included:**

*Follow-up from 11-3-21 Meeting:* Co-Chair Casey explained that basic needs information and library resources that are being explored for possible integration into CatCloud. Member Cota suggested the committee ask for updates so that faculty can see what the students see and be able to give advice. Co-Chair Ohala reminded the committee of their request at the previous meeting that Meredith Aronson give a presentation to Faculty Senate after the soft launch.

*Discussion of Student Basic Needs Coalition:* Co-Chair Ohala explained that the Basic Needs Coalition was proposed and started by Anthony Rusk, a former student regent. Melanie Hingle and Dan McDonald (faculty senators) helped spearhead this and received grant money to help run it. Co-Chair Ohala and Member Ottush are meeting with Co-Chairs of the coalition, Bridgette Riebe ([Campus Pantry](#)) and Dani Carrillo ([Fostering Success](#)), at their request to discuss the faculty's role in supporting student needs. Members noted that faculty are in a position to direct students to resources, so they need to know what they are and where to find them. Member Cota noted that a lot of emails are sent with links to student resources, but it is difficult to navigate the information efficiently. She expressed the need for a better way of communication than a stream of links for websites. Member Gaskin shared the basic needs website: <http://basicneeds.arizona.edu>.

Co-Chair Ohala explained that focus groups have shown that having a professor talk about basic needs in the classroom has a positive impact. She suggested encouraging all instructors to do so and to include [a basic needs statement on their syllabi](#), so that the stigma about utilizing these resources is further broken down. Co-Chair Ohala suggested that the committee come up with a short protocol that advises professors on what to do and how to talk about it in class, which they could share with the Basic Needs Coalition for feedback and approval. She also suggested putting something on D2L when it first populates at key times of student need; there is a widget function that could be utilized for this purpose.

### **Highlights for February 9, 2022 included:**

*Course materials discussion:* Co-Chair Casey presented a proposal from the UA BookStores. More details will be shared with campus in the coming months.

*Discussion of UA Global Campus (UAGC):* Co-Chair Casey gave a brief overview of the acquisition of UAGC. Gail Burd is leading the effort along with a steering committee and core working group that were formed to work on the coordination. The timeline for these committees' work is 1-1.5 years. It is unclear if UAGC will be integrated into UA Online; Provost Folks envisioned two different programs because UAGC has a different accreditor and admission standards. The committee would like to know if the resources for UArizona will extend to UAGC. There are no talking points on the website currently about these issues. Member Stone asked if the welfare of UAGC students will fall under

the purview of SAPC (currently unknown). Member Gaskin was told that Student Affairs would not be responsible for UAGC students although Arizona Online students do fall under the Student Affairs umbrella. Member Cota noted that there are duplicate degrees being offered through UAGC that UArizona already offers, which could become an issue. Committee members would also like to know if UAGC will be governed by UArizona's faculty governance or if they will have their own.

### **Highlights for [March 16, 2022](#), included:**

*Follow-up from 2-9-22 Meeting:* Co-Chair Casey explained that the court case against Zovio has been decided; UArizona is not liable for any damages, according to President Robbins. Committee members revisited the discussion of the student experience for UAGC students. Casey reported that UAGC will not be served by the UA Libraries. Committee members discussed the lack of faculty representation on the UAGC steering committee.

*Discussion of Recent Student-Facing Programs or Initiatives:* The Basic Needs Coalition is giving a [presentation](#) to the Faculty Senate during the April 4, 2022 meeting that explains what it is and how faculty can be involved. Member Ottusch and Co-Chair Ohala will assist. Co-Chair Ohala reported that she is also part of a community-based basic needs group, the Higher Education Food Security Network. Co-Chair Ohala and Bridgette Riebe (Director, Campus Pantry) are representatives from UArizona. The group includes representatives from many community colleges and food banks throughout the state as well as all representatives from NAU and ASU. Co-Chairs Ohala and Casey encouraged members to register for the [Student Success Conference](#). Co-Chair Ohala shared information about the [Career Champions](#) program that helps integrate career development into the classroom and facilitates interactions between students and faculty or staff. It is a series of three trainings and once completed, the faculty/staff member receives a certificate.

*Discussion of CARE reports through the Dean of Students:* Member Little brought up that there may be an issue with perceived lack of support from the Dean of Students once [CARE reports](#) have been submitted. There are instances being reported in which neither students nor faculty have received a timely answer from the Dean of Students Office. Ohala shared that there is a website, "[Need Help Now](#)," which could be used if a situation escalates into an immediate crisis. The website lists various phone numbers to be used in a crisis situation as well as a link that faculty can use to access the [Dean on Call](#).

### **Highlights for [April 13, 2022](#), included:**

*Follow-up from 3-16-22 Meeting:* Co-Chair Ohala asked Member Gaskin to speak to the previously raised issue of [CARE reports](#). Member Gaskin explained that there is a team of individuals who respond to these reports and triage them according to perceived urgency and need. Member Mugmon asked if the faculty who submit these reports receive notification of any action by the Dean of Students Office after a report has been

filed or if this was not done due to privacy. Member Gaskin confirmed that there are issues of privacy. Member Little asked what steps an instructor or student might take if they do not receive a timely response to a report. Member Little also asked what additional burden the new [Attendance Policy](#) might place on the Dean of Students Office, which could potentially exacerbate the situation with the CARE reports. Member Gaskin suggested the committee reach out to his colleague Chrissy Lieberman, under whose purview these reports fall, for more detailed information. Member Gaskin suggested that faculty can contact the Dean on Call, the Dean of Students Office, and/or UAPD if a situation previously reported but not yet addressed escalates and needs immediate attention.

*Discussion of Forthcoming Tuition and Fee Increases:* Co-Chair Casey shared the link to the recent [ABOR Tuition and Fees Presentation](#) as well as the link to the associated [press release](#). She explained that these increases will go into effect for incoming students in the 2022-23 school year. Co-Chair Ohala reported that the Student Services fee includes a mandatory meal plan for all residential freshman starting in Fall 2023. Minimum cost will be \$5,090. Director of the Campus Pantry, Bridgette Riebe, and Director of Fostering Success, Dani Carrillo (among other stakeholders, including students) have been involved in ensuring that there will be waivers or reduced rates for students in need, and that student meal plans do not run out before the semester is over, which has been an issue to date (with CatCash). Member Ottusch explained that the dining hall option in place at many other universities is not in UArizona's interest because money from those models does not flow back into campus (it's retained by the outside vendors who provide the services). Keeping the current Student Union-based model allows any profits to flow back to students in the form of support given to various student-facing programs. Members also discussed that the food provided in the Union is still expensive and meal plans do not solve that issue.

*Discussion of GI Bill Issues with UAGC:* Co-Chair Casey raised concern about GI Bill issues at UAGC as reported by [KOLD](#) and on the [UAGC website](#). Members discussed the concern and concluded that more information was needed to ascertain whether there is a role for SAPC to play. Co-Chair Ohala will reach out to UArizona's Office of Veterans Affairs.

*Discussion of SAPC Reports to Senate:* With its March 2022 report to Senate, SAPC began sharing student-related items in its monthly Senate reports to increase faculty awareness (e.g., Student Success Conference, emergency student aid). SAPC members support continuing this approach.

**Highlights for May 4, 2022, included:**

This is a pending meeting at the time of this report. Planned agenda items include a presentation by the [Office of Student Success & Retention Innovation](#). The committee will also discuss concerns and initiatives to be addressed when meetings resume in Fall 2022.

Respectfully submitted,

Cheryl Casey, University Libraries  
Co-Chair, SAPC

Diane K. Ohala, Linguistics  
Co-Chair, SAPC