

**MINUTES  
FACULTY SENATE  
JANUARY 25, 2021**

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**1. CALL TO ORDER**

Presiding Officer of the Faculty Senate, Melanie Hingle, called the Faculty Senate meeting to order at 3:00 p.m. via Zoom. Hingle reminded Faculty Senators to raise their "Zoom hand" in order to speak, and to keep comments short and on point.

**Present:** Senators Acosta, Bourget, Brewer, Brummund, Castro, Colina, Cooley, Cuillier, Diroberto, Domin, Durán, Durand, Fink, Folks, Frey, Gephart, Gerald, Ghosh, Gordon, Goyal, Hammer, Hassan, Helm, Hildebrand, Hingle, Hudson, Hurh, Hymel, Knox, Lawrence, Leafgren, Lee, Little, McDonald, Milbauer, Murphy, Neumann, Ottusch, Oxnam, Pau, Provencher, Rafelski, Reimann, Robbins, Rodrigues, Rosenblatt, Roussas, Ruggill, Russell, Sen, Singleton, Slepian, Smith, Spece, Stone, Sulkowski, Summers, Vedantam, Vega, M. Witte, and R. Witte.

**Absent:** Senators Behrang, Dial, Dong, Hiller, Kaufman, Min Simpkins, and Valerdi.

**2. \*ACTION ITEM: APPROVAL OF THE MINUTES OF DECEMBER 7, 2020 (WILL BE APPROVED VIA QUALTRICS SURVEY AT THE CONCLUSION OF THE MEETING)**

The minutes of December 7, 2020 were approved with one abstention via Qualtrics survey.

**3. \*ACTION ITEM: CONSENT AGENDA: UNDERGRADUATE MINOR IN ASIAN PACIFIC AMERICAN STUDIES; MA IN PHILOSOPHY, POLITICS, AND ECONOMICS – CHAIR OF THE UNDERGRADUATE COUNCIL, NEEL GHOSH AND CHAIR OF THE GRADUATE COUNCIL, RON HAMMER (WILL BE APPROVED VIA QUALTRICS SURVEY AT THE CONCLUSION OF THE MEETING)**

Seconded [**Motion 2020/21-23**] Undergraduate Minor in Asian Pacific American Studies carried via Qualtrics survey and is detailed at the end of these minutes. Seconded [**Motion 2020/21-24**] MA in Philosophy, Politics, and Economics was moved to the Non-consent agenda for discussion. Senators were concerned about [**Motion 2020/21-24**] being associated with the UArizona Freedom Center. Hammer stated that the proposal is not connected with the Freedom Center. Graduate Council feels that the controversy related to previous iterations of the proposal had been eliminated and now the focus of the degree was purely on intellectual content. Discussion centered around the Freedom Center review and report. Cantwell offered to share the Freedom Center report, but reiterated that the program currently under consideration is not connected with the Freedom Center. Milbauer questioned the concern from Chair of Economics Deufenberg, and Hammer provided a Removal of Concern circulated to Faculty Senators. Hudson moved [**Motion 2020/21-25**] to postpone consideration of [**Motion 2020/21-24**]. Motion was seconded [**Motion 2020/21-24**] and the agenda was postponed for further review. Senators requested that future reports, presentations, and agenda items be posted online in a timely manner.

**4. OPEN SESSION: STATEMENTS AT THE PODIUM ON ANY TOPIC, LIMITED TO TWO MINUTES – MAXIMUM NUMBER OF SPEAKERS IS FOUR. NO DISCUSSION IS PERMITTED, AND NO VOTES WILL BE TAKEN.**

Professor of History, David Gibbs, addressed the Faculty Senate with regard to the Department of Political Economy and Moral Sciences (PEMS) being an extremely controversial program where the faculty, public, and press are heavily engaged. PEMS was essentially a creation of the Freedom Center three years ago. The Freedom Center engages in extreme secrecy and lack of transparency, remarkable for a State University. When difficult documents are finally obtained, they show very clearly that vested interests, beginning with the Koch family, have been allowed to influence or give strong implication of influence on the program and the Freedom Center outlined in the donor agreements. They also have gotten substantial funding from the Legislature, a targeted basis that is highly partisan associated with only one political party. PEMS is extremely secretive and has never been properly reviewed. At one time, Gibbs was involved in a review of the Freedom Center, which was questionable and problematic. There is an outstanding public records request for its donor agreements for nineteen months and the unit has never complied. Questions are raised when a unit at a State University is this secretive. What do they have to hide? Until basic questions are answered about the funding and functioning, and whether or not donors, like the Koch family, have been able to influence the hiring of faculty; and a proper review of the unit in question is performed, no expansion of the program should be allowed.

Senator Smith addressed the Faculty Senate regarding AZ Bill HR2138. The bill is supported by ABOR, and proposed in the current session of the Arizona Legislature by Representative Kavanaugh. HR2138, was introduced and reviewed by one house committee last week and Wednesday of this week it is scheduled to be reviewed by the House Government and Election Committee. HR2138 proposes adding an Optional Retirement Plan to the Arizona State Retirement System that would only require a deduction of 4% of earnings from the employee. The current ASRS Pension system requires a 12.2% deduction and the current Optional Retirement Plan that we have deducts 7%. Often financial advisors indicate that the best avenue for a retirement plan that is likely to support the person through retirement is a 15% deduction. People who deal with these issues and represent organizations like the AFL-CIO have indicated that getting large numbers of employees to switch to a low-level plan like this undermines the foundation of existing retirement plans and results in money to keep those plans operational becoming depleted. They report that this strategy has been one that, in fact, has been used very successfully to cause the collapse of some previously very strong retirement systems and that we should consider the introduction of the 4% plan as an overall threat to our existing retirement options. The 4% plan is also immediately very beneficial to the state while disadvantaging the employee because the state will only need to supply a 4% match rather than the 7% or 12.2% match that is in the current plans. Real concern has been expressed that the new plan could hold great appeal to employees who earn low salaries and have been experiencing financial stress. If the current employee switches to the 4% plan, that employee will experience a poor retirement plan but an immediate increase in dollars with the next paycheck. This could be a deceptive way for the state to redirect from current complaints about low salaries and pressures to raise salaries. The timing also seems to take great and unfair advantage of the pressure for the last year to think in terms of only surviving present needs; the COVID "let's get through today" mentality is antithetical to focusing on appropriate, long-term retirement planning. Smith believes HR 2138 also takes horrible advantage of people with low salaries when, in fact, it is highly likely to place them at an even a greater financial disadvantage with a much lower standard of living in retirement than they have now. The solution to low and inadequate salaries is to raise salaries, not to further reduce the state's benefits to its employees. We should all be fighting approval of HR2138.

**5. INFORMATION ITEM: SHARED GOVERNANCE UNDERSTANDING BETWEEN RESEARCH, INNOVATION, AND IMPACT (RII) AND THE RESEARCH POLICY COMMITTEE – CHAIR OF THE RESEARCH POLICY COMMITTEE, PAUL GORDON**

Gordon announced that the Research Policy Committee presented its proposal for shared governance concerning Core Facilities and has developed very good, ongoing relationships with Senior Vice President Cantwell, Vice President for Operations Pawar, and Associate Vice President for Research Jeffery. RPC and RII have come to an understanding on shared governance that we look forward to implementing with the upcoming meeting that will include faculty at the same table as senior leadership.

**6. INFORMATION AND DISCUSSION ITEM: REPORTS FROM THE PRESIDENT, PROVOST, FACULTY OFFICERS, ASUA, GPSC, GFFAC, GLOBAL CAMPUS SENATE ADVISORY COMMITTEE, APAC, CSC, RPC, APPC, SAPC, DEI, UNDERGRADUATE COUNCIL, GRADUATE COUNCIL**

Hudson asked if there were sufficient Spanish language resources related to COVID-19 vaccine sign-up, if provisions had been made for people who use public transportation and were not able to use the drive-up option for vaccinations, and if there is a program underway to prioritize the needs of essential Facilities Management employees for vaccinations. Robbins responded that all vaccination process materials are printed in English and Spanish, but is not sure if the UArizona website is bilingual. A walk-in clinic is located in the Ina Giddings Building. A federal/national policy on prioritization will soon be mandated now that the Centers for Disease Control and the Federal Drug Administration will be empowered under President Biden's administration. One issue is that 70% of people in rural health departments are refusing to get the vaccine, so the vaccine is being distributed from the manufacturers to the state, and then counties. Although UArizona has a collaborative working relationship with the Pima County Health Department, the health department controls access to the vaccines, thereby confusing the registration process and prioritization. The entire State of Arizona receives approximately 170,000 doses per week. Senators Sinema and Kelly have been asked about increasing distribution to 500,000 to 700,000 doses per week so people can get adequately vaccinated by April 2021. Of that 170,000 doses, Pima County gets 28,000 a week, not nearing the demand. The information changes hourly, and registration hurdles have been one bottleneck, with available vaccines the other. Stone reminded Robbins about scheduling meetings concerning the overlap with UArizona Global Campus and UArizona Online that was discussed at the December 2020 Faculty Senate meeting. Robbins responded that the Provost is working on assigning a committee to look at overlap with the two online entities, and Hingle assured Stone that she will meet with the Provost to assure that the appointment of faculty will be done in an unbiased manner. Fink asked if there would be a choice for the kind of vaccine one would be able to get, or it is first come first served. Robbins responded that at the moment there is no choice, the vaccines are distributed by the County Health Department and they distribute what they receive. The Pfizer and Moderna vaccines' advocacy are 95%, AstraZeneca and Johnson and Johnson have not been approved yet, but will probably be approved in the next two weeks. Robbins said his goal is to get all 15,000 UArizona employees

vaccinated by April 1, 2021. Getting all students vaccinated will be more difficult, but is hopeful it can be managed before summer break. The goal is 100,000 vaccinations in 100 days. From now into the fall semester, UArizona plans on vaccinating as many people as possible. The slower the rate of vaccinations, the faster mutations develop, which is already happening. Spece asked if the second shot of vaccine is guaranteed. Robbins said that at the time of the first shot, you receive a card that registers you for your second dose. Concerns are escalating about enough supply of the vaccine; the Pfizer backseat is three weeks out, Moderna's is four weeks. Robbins is certain that UArizona's point of delivery will receive enough vaccines for the second dose. Bourget asked Robbins for an update on the Strategic Plan and what initiatives are being funded. Robbins responded that no additional initiatives are being funded, but a few continue to receive funding through the last year. Robbins would like a review of the original Strategic Plan with shared governance colleagues, and original initiative owners have met with administrators to discuss ranking and ordering in terms of receiving funding under current conditions. Robbins advocated strongly in the first discussions about the Strategic Plan that the top priority for Health Sciences was centered around a human immunome project, which didn't get very much traction. Now this has all sorts of attention, but freeing monies for the project are difficult at this point. UArizona will be moving forward with bonding for the Old Chemistry Building, APC Building, and New Frontiers Building. CFO Rulney will go out to the bond market between March and May 2021 to try to raise more money to start construction in the summer on the aforementioned buildings. Bourget asked if there was room in the Strategic Plan to put people as a strategic priority. Robbins responded that one of the initiatives of the Strategic Plan was an initiative for new initiatives. Certainly, discussion will center around what UArizona's priorities are, this area will be a much-needed focus and Robbins will welcome that discussion. Core to what Bourget points out, UArizona needs to do a better job of increasing compensation to employees currently working for the University, plus there is a clear need to recruit new people and look at priorities around the budgeting process to enable people as a priority. M. Witte cited works by author Klaus Schwab, and stated that it's important to look at the Strategic Plan not in terms of Schwab's fourth industrial revolution, but rather as Schwab's current work on stakeholder capitalism. Robbins thanked Witte for the book recommendation.

Folks reported that the roll-out of the spring semester was remarkably smooth thanks to faculty, staff, and students, and continues to improve the processes in place to keep people safe. The swish-gargle test gives UArizona increased sensitivity and on the back end, gives scientists and the County Health Department the PCR detection mechanism considered to be the gold standard, which was developed by UArizona's virologist Dr. Michael Worobey. The Test, Trace, and Treat Team put the test into place and operationalized it at full scale. The vaccines are in the early ramp-up phase, and Folks is extremely proud of the scientific work that has rolled out during the pandemic so thousands of people a day can get tested. Bourget asked what the fall semester will look like in terms of teaching. Folks responded that the Pandemic Academic Coordination Committee discussed this issue and the guidance they are working toward is a plan to be teaching in-person with some mitigation measures in place. For example, it might still be compulsory to wear face coverings in class. With the ambitious goal to have our entire community vaccinated before the end of this semester, hopefully UArizona will be in a very comfortable position, providing the community spread of COVID-19 has dampened by the dual actions of mitigation and vaccine to be in a safe position to run in-person operations in the fall at full scale. Robbins concurred, providing that vaccinations get administered, incidents decrease, and mutant strains of COVID-19 do not propagate. Hudson asked Folks about the last two items on her report, and if modifications to RCM guiding principals were ready to share, and to give a brief reiteration of the reorganization details shared early in December 2020. Folks said that UArizona has not had a Vice Provost for Undergraduate Education as a strong faculty leader overseeing all of undergraduate education programs and the General Education curriculum. One of the high priorities reflected in the Strategic Plan was to better retention and completion rates for undergraduate students. The new appointment is to operationalize UArizona's high-quality curriculum in ways that better support student success. Folks has restructured her team and asked Greg Heileman to take on an extra portfolio, which is to serve as Vice Provost for Undergraduate Education, the matching role to Vice Provost for Graduate Education, Andrew Carnie, as well as Dean of the Graduate College. To tie everything together, Folks has asked Susan Miller-Cochran and the General Education Refresh Team to work under the Vice Provost for Undergraduate Education, while moving Heileman and Demetrius into the same team that Senior Vice Provost for Academic Affairs Burd manages. Burd will manage all of the undergraduate education processes, general education, student support services, and the Office for Instruction and Assessment, including Lisa Elfring's team. In addition, CAAC is dissolved and reconstituted into two separate committees to deal with undergraduates and graduates separately. For some colleges, the same person will serve on both committees, but the importance was to be able to focus on two different things. On the undergraduate side with retention and completion, and the graduate side with increasing size and scale. Hingle asked how faculty fit into the new picture. Folks responded that the examples laid out are the administrative oversight pieces, and Hingle is asking about a completely separate issue concerning lack of clarity around faculty governance of curriculum and policy issues and the integration with the work of faculty governance committees that the Faculty Senate oversees, which are the Undergraduate and Graduate Councils, and the University-wide General Education Committee. Workflows between the administrative oversight bodies and the faculty governance oversight bodies still need fine-tuning. Russell asked about avoiding the pushback from faculty when the General Education program is rolled out and when the new RCM is introduced. SPBAC has very broad representation, but the faculty component is very small. The list of tenure-eligible/full professors listed with General Education is minimal. What are the communication strategies to faculty. Folks responded that refreshing General Education is always traumatic, but Miller-Cochran and her team have been very

proactive with engaging people from all over campus in the Gen Ed Refresh process and many have volunteered their time giving input on the process. Folks said that a student-centric approach to education has been developed that's valuable and credible, and draws on best practices for pedagogy, but now there's a lift on how to take the curriculum in place and modify it so it fits into a new framework, or develop new curriculum as appropriate to map into the framework. There are some mechanistic pieces on the back end creating a lull at the moment, and ABOR is still in its final throes of nailing down its policy, particularly as it relates to American institutions. A soft launch is planned for spring 2022 specifically to address the exact issue Russell mentions and that the task is no small one. Plans are to compensate faculty for the initial work of building the different first pieces of the new General Education program and there's budget set aside for this aspect. An initial small cohort in spring 2022 is planned, but all of the existing students have to be taught under the old General Education program, so it will be a long, slow tapering process as the new General Education students move in and the existing students head toward graduation. A management process is in place to honor UArizona's commitments to both sets of students. Folks said that she would also give feedback to Miller-Cochran on Faculty Senate's eager participation with this project. Folks also suggested that Miller-Cochran return to Faculty Senate for regular updates. Russell reiterated that the communication may be adequate for students and administrators, but the faculty don't see the value added, nor do they see the achievement of retention, completion, and student success goals and how they are measured. Ghosh spoke about the faculty perspective, and has reached out to the College of Science dean to ask specifically how the College will be dealing with Russell's concerns. Members of each and every college have been contacted, and there is consensus that the new program is wonderful for students. Structural issues exist with how to put everything together to make it work, and that's where the General Education program is at currently, the nuts and bolts of how to deliver the new program next spring. All of the Councils and committees will be meeting quite frequently now, and everyone is hoping that the General Education teams can bring something to Faculty Senate for discussion, materials will be made available up front so that Senators and the campus have time to delve in and actually look into the new program and get questions answered. Miller-Cochran has onboarded qualified people in her office within the last month to help anyone who teaches General Education classes to make sure that their courses suitably fit into the new structure. Ghosh stressed that some modifications could be relatively easy and there is help available now, and this refresh has been long overdue. Twenty years of stagnation in science would never be possible, and the General Education program has needed a revamp since its implementation twenty years ago. Ghosh hopes faculty will support the endeavor.

Folks addressed the budget modification question, and reiterated that the guiding principles have been shared with Faculty Senate. The budget team is being led by Vice President and Chief Budget Officer, Garth Perry. With RCM, points of ambiguity were prevalent. In the AIB model, UAIR is going to be the record keeper for activity, and technically own, in administrative sense, the activity data. Perry's team will own the model. The previous model with RCM had data flowing in from different parts of campus, and new model measures will be owned by UAIR. The old model was built around college budgets, and now are moving toward a model that is more inclusive and has the capability to budget for support units. The dialogue revealed that building and maintenance of the model would be owned by Perry in Business Affairs under CFO Rulney's unit. The academic piece will not be lost and the Office of the Provost will be involved, and roles and responsibilities are better defined in this important part of the operations, making sure that annual budgets and annual funds are distributed according to annual activity. In terms of process, the guiding principles are being distilled into practical questions about ways for interpreting them into math or actual algorithms to drive the model. This process will take another couple of weeks, and are hoping to bring the questions back to SPBAC for feedback. As an example, currently, when revenues are distributed for fall and spring semesters under RCM, the revenues flow to the home department of the instructor on record. When we distribute tuition revenues for winter/summer semesters, online, global and distance learning, the revenues are distributed according to the academic unit that owns the course. The logical question is why is the University distributing funds in two separate ways, and what makes the most sense to all parties involved?

7. **INFORMATION ITEM: UPDATES WITH SENIOR LEADERSHIP – PRESIDENT ROBERT ROBBINS, PROVOST LIESL FOLKS, SECRETARY OF THE UNIVERSITY, JON DUDAS, SENIOR VICE PRESIDENT FOR RESEARCH, INNOVATION, AND IMPACT, ELIZABETH CANTWELL**

Hingle asked Dudas about reports of a surplus in the State budget and the Arizona Legislature predicting more revenue this year. Although there are deficits related to the pandemic in the education sector, what is Government Relations doing to advocate for UArizona? Dudas responded that the request from the three in-state Universities was \$100M and the Governor's budget put in \$35M ongoing, which is the largest amount since 2008. This decision was a disappointment among Regents, University Presidents, and others that the amount wasn't larger in the Governor's budget. A total of \$11M will go to UArizona. Up until this point, the largest appropriation going to the University of Arizona was \$8M for Health Sciences and the medical schools. The main focus is on K-12, and the Governor's budget is approximately \$700M in additional K-12 funding. Spece asked how the Governor's alleged plan to cut taxes by \$400M over the next two years relate to UArizona. Dudas responded the same as with K-12 – \$200M in different tax cuts and then possibly ramping up to \$600M over time, going to the heart of scarce resources. UArizona is aggressive on investing in higher education. Robbins added that \$11M is \$11M more than UArizona had two years ago, and the bigger

problem is working with the other two in-state Universities on TRIF funding of approximately \$28M year-to-year for the institution from the Legislature. A ballot initiative may be necessary going forward to secure that money for the future so the research enterprise isn't harmed. Summers asked when the Legislature is scheduled to consider ABOR's proposal that Universities be able to access century bonds? Dudas said he wasn't sure, but would find out, as it's not scheduled for the next Legislative session. Robbins feels this topic will be discussed in the course of next Legislative session.

**9. DISCUSSION ITEM: NEW BUSINESS FOR THE FEBRUARY 1, 2021 FACULTY SENATE MEETING**

Hingle suggested canceling the February 1, 2021 meeting and reconvene on March 1, 2021 in order to review the Non-consent agenda item. Hingle asked for Senators to raise hands, and the consensus to cancel was in majority. Acosta asked the Faculty Senate how to address the citizenry of public education to instruct and produce a more logical-minded adult population. Ghosh agreed, and asked Acosta to draft a document that the Faculty Senate could endorse. Slepian concurred that in a world of media frenzy and misinformation, the task would be the same as making a quilt or collage by adding one piece at a time. Slepian supports having a mechanism within the University, with either a fact document or magazine, where the University can provide information on very broad facts. McDonald plugged Cooperative Extension, the University's outreach education with offices in all Arizona counties. Gordon doesn't feel that public service announcements or other types of educational materials are going to reach the source of concern we all share. Fink added that we all have to accept the fact that a flat-earth society exists, and having discussion rounds where the opposing opinion has discourse and fruited discussion. Slepian agreed that adopting someone else's mindset is prudent, and looking into concepts to solve the vast problem, whether it's a remote population or a population that hasn't gone to any level of higher education, and when addressing those constituents, having some type of palatable information to bring them into the discussion. This will amount to a much longer, viscous, time-dependent process to address the bold statement originally made. Russell addressed the massive movement in Arizona's climate change over the last five years. Originally, less than 50% agreed it was happening, and now over 70% agree that a real problem exists, which took years to accomplish. On the marketing perspective, consideration needs to be made the logos (logic) to the argument, there's the pathos (emotion) to the argument, but currently what matters to people, is the ethos (who are you to me) to the argument. Russell feels that young people will listen to their peers when it comes to getting a point across. R. Witte asked suggested forming a debate department to bring people together to engage in critical thinking. Dysart suggested moving past the polarization and praise accomplishments on both sides so people will feel heard. M. Witte added that people can share more with ignorance than they can with what they know. The ability to question rather than lecture is what should be offered.

**13. ADJOURNMENT**

There being no further business, the meeting adjourned at 4:55 P.M. p.m.

**Michael Brewer, Secretary of the Faculty  
Jane Cherry, Recording Secretary**

**Appendix\***

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

- 1. Faculty Senate Minutes of December 7, 2020**
- 2. Undergraduate Minor in Asian Pacific American Studies**
- 3. MA in Philosophy, Politics, and Economics**
- 4. Report from the President**
- 5. Report from the Provost**
- 6. Report from Faculty Officers**
- 7. Report from APPC**
- 8. Report from Graduate Council**

**Motions of the January 25, 2021 Faculty Senate Meeting**

**[Motion 2020/21-23]** Seconded motion from Undergraduate Council Undergraduate Minor in Asian Pacific American Studies. Motion carried via Qualtrics survey.

**[Motion 2020/21-24]** Seconded motion from Graduate Council MA in Philosophy, Politics, and Economics. Item was removed from Consent agenda to Non-consent agenda. Motion was postponed.

**[Motion 2020/21-25]** to postpone consideration of **[Motion 2020/21-24]**. Motion passed.

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