

**MINUTES  
FACULTY SENATE  
DECEMBER 7, 2020**

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

**Absent:** Senators Dong, Gordon, Hiller, Min Simpkins, Reimann, Rodrigues, Russell, and Vega.

**2. \*ACTION ITEM: APPROVAL OF THE MINUTES OF NOVEMBER 2, 2020 AND NOVEMBER 30, 2020 (WILL BE APPROVED VIA QUALTRICS SURVEY AT THE CONCLUSION OF THE MEETING)**

The minutes of November 2, 2020 were approved with two abstentions via Qualtrics survey and the minutes of November 30, 2020 were approved with two abstentions via Qualtrics survey.

**3. \*ACTION ITEM: CONSENT AGENDA: SYLLABUS TEMPLATE TITLE IX AMENDMENT; UNDERGRADUATE CERTIFICATE POLICY AMENDMENT – CHAIR OF THE UNDERGRADUATE COUNCIL, NEEL GHOSH (WILL BE APPROVED VIA QUALTRICS SURVEY AT THE CONCLUSION OF THE MEETING)**

Seconded [**Motion 2020/21-21**] Syllabus Template Title IX Amendment, and seconded [**Motion 2020/21-22**] Undergraduate Certificate Policy Amendment carried, respectively, via Qualtrics survey and are detailed at the end of these minutes.

**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.**

There were no speakers.

**5. 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**

Hammer commented that at the last Faculty Senate meeting, suggestions were made to Graduate Council to allow faculty in various graduate programs to include or exclude faculty as may be appropriate. Today's report shows that the Council decided not to add anything to the existing policy. Singleton mentioned mandatory weekly COVID-19 testing for students, and WiFi monitoring that was mentioned in President Robbins' report. Singleton said she and other student representatives met with Vice President for University Initiatives, Celina Ramirez, and Senior Project Coordinator, Alexandra Robie, who were helpful with explaining the functionality of the model and the effects the monitoring would have on students. Singleton feels without proper messaging and explanation, students may fall behind with the task of completing work on campus if WiFi access is unavailable to students due to circumstances surrounding COVID-19 testing. Hingle asked if the discussion on the topic could be moved to Agenda Item number seven later in the meeting. Singleton agreed. Stone referenced the GCSAC report and announced that he was one of the 200 faculty consulted for feedback and signed the Non-disclosure agreement. One major concern at that time was that the new UArizona Global Campus offerings would compete with and possibly do damage to existing UArizona Online degrees like Psychology. The faculty who were consulted received assurances from senior leadership, Vice Provost for Global Affairs, Brent White, and Vice Provost for Online and Distance Education, Craig Wilson, that there was a plan in place to distinguish the two online degree programs, and that colleges and departments would have a role in that process. Stone was pleased to see that GCSAC's report outlined in Quality Principle One the oversight of the UArizona Global

Campus (UAGC) and UArizona Online (UAO) overlapping academic programs, and makes a very strong recommendation to convene a University committee made up of the college and department stakeholders of UAO to oversee the way that these two online degree programs are distinguished and marketed to future students. However, on Tuesday when UAGC rolled out, it was evident that the advertising on social media and web pages for UAGC and UAO were nearly identical for the online degree in Psychology. Some steps have been taken to reduce that marketing overlap, although Stone recommends that other departments and colleges look at their own online degrees. Stone's question to senior leadership is how soon can meetings convene to start working on the overlap problem created by the launch of UAGC? Stone thinks that for both programs to succeed, the campus community needs to work together to create unique positions for each, and setting some dates now for meetings would be a great idea. Robbins responded that he has availability next week to discuss this issue, and that the Provost has set up meetings this week and has ongoing discussions about how the oversight can be accomplished and how both programs can be successful. Stone responded that since the holidays are approaching and marketing is currently in process, having dates on the calendar is imminent. Robbins deferred to Hingle regarding the appointment of committee members in conjunction with Faculty Senate. Hingle responded that there are various ways to populate the committee, and committee size will need to be determined. Stone said he would reach out to those faculty he knows who are most directly related to UAO. Hingle asked Faculty Senators to volunteer and offer suggestions for volunteers. Cuillier asked how the Student Emergency Fund is funded, by the CARES Act or donations. Robbins responded that the Student Emergency Fund is primarily funded through philanthropic donations. The federally funded CARES Act is \$3.5M with half distributed to students and half distributed to the institution by law.

**6. INFORMATION ITEM: VISION FOR RII – SENIOR VICE PRESIDENT FOR RESEARCH, INNOVATION AND IMPACT, ELIZABETH CANWELL**

Cantwell opened her presentation with an overview of the Research, Innovation, and Impact (RII) reporting structure and RII faculty committees. Committees that will be added to the structure will be a Laboratory and Chemical Safety Committee, as well as a top-level Faculty Advisory Council for RII (RIIFAC) in 2021. The RIIFAC will be a standing committee charged with advising the Senior Vice President for Research, Innovation, and Impact on matters pertaining to UArizona research activities. Meetings will be held monthly, and the fifteen to twenty members must attend 60% of the time. Terms will be for two years, and members will be nominated by their dean or director and approved by RII. Members must be participants in active research programs and demonstrate keen interest in research advancement and/or innovation at UArizona. *Ex officio* members will include the Chair of the Research Policy Committee and Chair(s) of SPBAC. ITHAKA released a report on December 1, 2020 of a review of Senior Research Officers at AAU institutions highlighting challenging areas for managing research and bringing innovation into the RII portfolio. Cantwell sees the Senior Research Officer role evolving from a service role to a professional model of growing complexity and competitiveness. Large external partnerships need to be fostered and developed, and compliance mandates upheld. ABOR has reputation mandates, while infrastructure costs continue to rise. Sustainable funding sources are rapidly changing, and strategies that allow the institution to balance the response to immediate crises outside of the COVID-19 pandemic. A five to ten-year horizon plan with investments in faculty in year one can play out in large awards or impact in five to ten years. Approaches to grand challenges include large scale partnerships outside of our own institution, consortia, policy and politics, as well as research. Goals are to work together on revenue models and fundraising, not only faculty-based research, but supporting the institutions ability to drive research. Heightened compliance responsibility and accountability has increased dramatically since 2012, and articulating the value of research at the state and national levels influence funding and stakeholders. Attention to the degradation of the national respect for and belief in research encompasses all institutions, and UArizona needs to be part of the solution by expending and increasing additional resources in the narrative about research. Avoiding diminishing returns means there's a balance between a diffuse model of research support with small amounts of money in different areas as opposed to a centralized version. Arizona State University is centralized. A happy medium would allow us to deliver the most without getting in a position of not being able to deliver because of over-spending. Facilities and Administration (F & A) recovery is implemented when research is finished. When an award is granted, costs are collected as they are expended. Prior to RCM being implemented in 2015, the model at the University deposited 75% of the F & A in a central pool, and 25% went to the units. With RCM, the percentages have changed every year, with larger percentages rolling to the units and smaller percentages to the central pool. Costs the unit has to cover have increased with RCM. Services from RII are supported by a budget from the central pool, and not associated with the amount of research expenditures at the University, nor has it increased since 2016. Therefore, the budget has been static while expenditures for regulatory management have increased. Looking at F & A and how it flows through RCM, about 5.4% of the non-UArizona Health Sciences F & A that flows to the University, supports RII. TRIF funds are \$29M, but will be shifting. Starting ten years ago, the University began to make Technology and Research Initiative Fund (TRIF) investments in Cores and Centers that allowed the pivot in January 2020 to implement the University's testing program. Without ten years of investment, the testing program would not have been possible. Investments were not made with a pandemic in mind, but were made with an eye toward core investments to do research five and ten years from its implementation. OSIRIS Rex is a prime example of a fifteen-year horizon where TRIF-focused funds were expended before a proposal was acquired. The future of TRIF initiatives is worrisome. Current TRIF initiatives are improving health, water,

environmental and energy solutions, space exploration and Optical Sciences, national security systems, and access and workforce development. New initiatives beginning in 2022 will be health futures, resilience sciences, national security systems, space exploration and Optical Sciences, innovative technology (added by ABOR), and access and workforce development. TRIF allotments could vary year by year, and TRIF will be adjudicated by the Legislature every year with how much percentage goes to each University and K-12. The result will be that multi-year investments will be hindered. Close to 45% of RII's ability to make investments in cores and in faculty will have to be disbursed differently. RII's goals will be to anticipate and prepare UArizona and the community for future challenges and opportunities by applying broad and deep collaboration to anticipate and solve problems, produce enduring knowledge and develop an innovation ecosystem, and enhance the University's knowledge and capabilities through strategic investments in multidisciplinary center and institutes, research and innovation infrastructure, and faculty support. Expand UArizona's impact and influence the world by a design for inclusion, equity, and diversity in all the University does, expand with whom and how we engage and partner, enhance our institutional capabilities in infrastructure, faculty and student support through strategic investments in advanced technologies, and enable UArizona to embrace innovation and an entrepreneurial mindset. and strengthen our creativity, resilience, and sustainability. Strengthen UArizona's creativity, resilience, and sustainability by innovating new business models and methods, balance priorities, design for distinctiveness, continuously review governance, and ensure optimization of program/division structure. When times are difficult, UArizona's research faculty are delivering over and above all expectations. Hingle invited Cantwell to future Faculty Senate meetings, and asked about an article pertaining to anti-science rhetoric, and wonders what role researchers can have in helping to turn that tide. Cantwell responded that what researchers do has to be understandable to general society. M. Witte thanked Cantwell for an outstanding report, and that there is an idea opportunity to push shared governance with the RIIFAC being formed in January 2021, and recommends at least four or five additional elected faculty to maintain the spirit of shared governance. Progress has been made with RII when RPC met with Cantwell and her team regarding the Cores as a microcosm. RPC recommended that the faculty advisory committee model be elevated to advise the Vice President for RII. The Undergraduate Research Program that was dismantled is now being recognized, albeit on a smaller level, and with RPC having direct access to the decision-maker showed progress through shared governance. Cantwell responded that she will be attending the January 2021 Faculty Senate meeting with respect to RPC's Cores presentation. Ghosh spoke to long-term hiring and changes in RCM over the years. Start-ups have increased enormously to \$1-2M, and what are thoughts on funding incoming faculty members. Cantwell responded that inflation in start-up packages is happening and therefore, the competitive landscape is rough. UArizona is constrained, and utilizing F & A as a fungible resource can be quite flexible. Additional funds acquisition, other than federal government grants in particular, and donation and development opportunities are not reliable. The key is narrowing down faculty that are going to have the largest requirements for higher packages. A cluster hire perspective or where we focus as an institution, and again, this situation is a five-year horizon scenario. The University used TRIF money for many faculty packages, but going forward, the use of TRIF monies on an annual basis will need to be rethought and using strategic funds to put into the hires will be challenging.

7. **INFORMATION ITEM: GFFAC UPDATE – CHAIR OF THE FACULTY, JESSICA SUMMERS WITH GFFAC COMMITTEE MEMBERS RON HAMMER, SCOTT CEDERBURG, RAVI GOYAL, RUSS TOOMEY, BRIAN BERRELLEZ, MONA HYMEL, MARCIA KLOTZ, GUADALUPE LOZANO, FARID MATUK, RUTH OROPEZA, CHRISTINA ROCHA, AND MAYELA TREVINO**

GFFAC member Hammer opened by presenting the names of the individuals who helped provide information, as well as the names of the GFFAC committee members and the GFFAC timeline. Today's presentation covers reactionary budgeting, which took place in FY21 and GFFAC's outlook toward cautionary budgeting in the future for FY22, and strategic budgeting and finance recommendations moving forward. Cederburg reported that pre-COVID-19, there was pressure on this year's budget based on some larger than expected tuition discounts, and once COVID-19 hit, large losses were projected for enrollment. The announcement of the furlough was to provide cash savings to the University and to try to maintain cash balances. In October 2020, an announcement that the furlough would be shortened, which in turn impacts the budgets of the colleges and units. At the same time, there was an increase in net tuition revenue, which in turn increased the allocations to the colleges and units based on the RCM model. From the college perspective, the increases in allocations outweigh the decrease in furlough savings. The revised budget shows that colleges were better off financially, but units were still struggling. Both colleges and units are spending cash reserves with limited ability to invest in growing programs, and subsequently, layoffs for this year and next are being considered. Early decisions on the budget did not include shared governance, but the role of shared governance has been increasing over time. Net tuition revenue losses for 2020 are \$55M largely driven by decreases in out-of-state domestic students and international students. The \$55M tuition revenue loss is 40% less than the originally projected loss and is aligned with the reduction in the furlough plan. UArizona Online has seen a \$20M increase as more students have switched to the online model. Losses from auxiliary units are \$84M, with losses from Athletics at \$49M over a fifteen-month period. The decrease in net tuition revenue comes despite an actual increase in enrollment year over year. The fall 2020 total enrollment across all platforms and programs is up by 1000 students relative to fall 2019. The decrease in tuition revenue reflects in a change in composition of the student base of who is enrolled in what programs. The following numbers reflect changes from FY20 to FY21 with first year resident students -3.1%, first year non-resident students

-12.6%, and international students -69.3%. Total student numbers are resident -1.0%, non-resident -2.5%, and international -25.7%. Toomey reported on tuition discounting practices to “seal the deal” to get students to enroll at UArizona. Tuition discounting works in several different way, and GFFAC has met with several different groups and the process is still unclear. Discounting can involve the first year or multiple years, and does not include UArizona Online. Tuition discounts include merit-based, needs-based, and other types of aid in order to matriculate into UArizona. One key thing to remember is that tuition discounts are typically not just impacted in one year on the overall budget, but over multiple years until that student graduates. In 2019/2020, there was a \$22-26M loss from tuition discounting that will impact the following years. Toomey shared the history of tuition discount practices from FY08 to FY21. Discounts for FY08 to FY10 were at 29-30%, then dropped to 26% in FY16, and rises to 30% in FY20 with a projected 32% for FY21. Summers reported that a number of mitigation strategies have been proposed for the current year, many are ongoing and some are ending. For example, the furlough influx program is scheduled to end in February 2021. Currently, a wage freeze is in effect, but no longer a hiring freeze that ended this week. The Strategic Plan is halted and capital projects are postponed. CARES Act funding is left over from the Legislative decision in September 2020, but these are one-time sources of cash. Concern surrounds what will happen in FY22. UArizona has successfully refinanced a bond payment that was due this month, which gives the institution \$19M of borrowed money. Half of the \$19M will be designated for the auxiliary relief. Administrators have hired consulting firm Public Financial Management (PFM) to evaluate the pros and cons of outsourcing the auxiliaries of the University, first looking at Facilities Management and the BookStore. SPBAC is scheduled to get feedback from PFM on December 16, 2020. ABOR, on behalf of the University, will ask the Legislature for \$75M for relief for COVID-19. The aforementioned approaches are deemed cautionary budgeting for FY21 and FY22. For FY22, ABOR intends to ask for more in our state appropriated budget up to \$110M more than the University received last year. ABOR is proposing a change to the state statutes that will allow us to pursue century bonds for innovative and strategic investments, but will not cover any current operational expenses such as employee salaries. UArizona leadership has decided not to apply for a line of credit for several reasons, and will only be considered if the University runs low on cash. Using existing cash balances has been successful thus far. ABOR has discouraged the University from using lines of credit to cover operating costs, and no other state agency to date has applied for lines of credit as a mitigation strategy for COVID-19. Many feel that using lines of credit to cover operational costs may affect the University’s credit rating and relationship with the Legislature. Discussions about shrinking the University have been prevalent for the last few months, but where cuts will be made is unknown. Other Universities are implementing strategic budgeting, and they are using lines of credit to cover COVID-19-related losses and expenses. Moving away from cautionary budgeting, GFFAC would like to propose rethinking what strategic budgeting is. As previously mentioned, other Universities are actively using debt markets, including issuing bonds, issuing commercial paper, and using lines of credit to cover COVID-19-related costs. New lines of credit for COVID-19-related relief are being used at University of Michigan with three lines of credit for operating expenses at different repayment terms (2, 3, and 4 years); Penn State University has taken a \$250M line of credit for operating expenses with a three-year repayment term; Indiana University brokered a \$600M line of credit for operating expenses as a syndicate deal with JP Morgan with terms of one-year repayment (refinancing will allow additional time for repayment flexibility). Matuk said that GFFAC is recommending that senior leadership take the opportunity to review each of GFFAC’s recommendations in the report and share with its constituents their rationale for considering or rejecting each recommendation. Within forty-eight hours after the initial GFFAC report was presented, senior leadership announced that it would not be acting on any of GFFAC’s recommendations, but that they would be shortening the furlough due to changes in census information. Senior Leadership has the opportunity to communicate its vision to faculty and staff, and why GFFAC’s recommendations are not a good fit for the institution. GFFAC recommends pursuing a line of credit that would be shared through a consortium across the three in-state Universities, support from the Legislature to offset FY21, and to look at budgeting for FY22 to optimize employment. Long-term mitigation recommendations include modifying/truncating tuition discount models for future recruiting, and require admissions to include colleges as partners in strategic decision-making; Use the land grant and academic reputation to recruit students. Improved rankings could make admissions more competitive for Arizona students who are historically disadvantaged. There is concern that ABOR’s focus on improved rankings makes sense in terms of branding, but there is concern that focus on program rankings will reduce accessibility, and that conflicts with the land grant mission. Focus should be placed on having the highest ranked programs possible while making the University as accessible as possible to all Arizona students; Evaluate operational efficiencies and redundancies within and between units; Work with a variety of stakeholders and shared governance groups to reassess the value of restructuring RCM and Activity Informed Budgeting (AIB); Use furloughs, pay reductions, and employee layoffs as a last strategy for dealing with financial exigency rather than the first. If a layoff program is established, a process for transparent and equitable performance evaluations needs to be in place beforehand. In the committee’s work, concern was raised about demographic trends that indicate all Universities will have smaller Freshman classes and applicant pools due to a generational demographic shift. However, there is an opportunity to reframe this narrative. Demographic trends suggesting fewer future applicants does not equal existential threats for all Universities. Shrinking applicant pools could trigger a consolidation of the higher-end marketplace with larger, well-regarded Universities left to reap a larger market share and more students. Fewer Freshmen will not have fewer interests or decreased range of interest. Investing now across the University’s disciplinary spectrum will attract a variety of students with varied interests. Klotz spoke to the recent review of President Robbins by ABOR, where Robbins received a \$100K bonus for meeting a number of at-risk enterprise metrics in research expenditures, graduates from

high-demand programs, University initiatives, and improved rankings. The metrics reward one individual for the labor of an entire University community. Moreover, at a time when the President and senior leadership team have required that very same community to make major sacrifices, GFFAC is concerned that the President received a monetary reward for services performed by those who have taken a pay cut or been laid off. GFFAC suggests that Robbins donate his bonus to the most in need on campus, such as the Campus Pantry (or other local food bank), the Student Emergency Fund, Presidential scholarship for DACA students, Campus Cultural Centers, Native SOAR, COBA, bonuses for essential workers on campus, or PPE. Hammer spoke to the updates on shared governance and recommendations from GFFAC's July report in an effort to expand transparency and work together with shared governance by the senior leadership team. GFFAC requests that the senior leadership team adopt and distribute a formal statement of the respective roles and responsibilities of the governing board, administration, the faculty in decisions regarding the institution's budget; Faculty who serve on budget committees, such as SPBAC, have access to all the information they require to carry out tasks effectively; Have senior leadership prepare a roster of faculty members who are experts in various facets of budgeting, finance, and related higher education policies for easier access, as well as forego the hiring of outside consultants; Have senior leadership develop ways to encourage faculty interest in serving on budget committees and reward for such service; Have senior leadership prepare regular reports on the effectiveness of its mechanisms for reaching budgetary decisions with the goal of improving them, i.e. regular reports from FSERT committees to Faculty Senate. Hudson asked if anyone had information about the real investment and philanthropy losses versus the projections announced at the beginning of the summer, and where did the University lose money in the stock market. Also, when is the next annual financial report going to be available. Summers responded that the Comprehensive Annual Financial Report was released a few weeks ago and is available on the University website. Summers said the philanthropy investment number is from October 2020, and is unsure of the numbers for November and December 2020. Fink stated that the slides presented said there wouldn't be any furloughs in FY21 or FY22. Where is this optimism coming from. Summers said it was a direct quote from CFO Rulney. Valerdi clarified that the loss of \$48M listed on Slide #9 for Athletics is probably not accurate because it changes constantly and is contingent on outcomes with football, basketball, and the conference office. Bourget mentioned the large gap in salary increases for top leadership positions versus salary increases for faculty and staff. A fellow Faculty Senator had mentioned recently that in recent years, there has been a 30-40% salary increase for top administrators, and would like to know how these decisions are made. The hiring freeze is halted, but the furlough is not halted. The University workforce feels neglected. Who is making the financial decisions and spending allocations. Robbins replied that senior leadership is working the SPBAC for more input on the budgetary process and supports their input. Since his arrival at the University, Robbins is aware that faculty salaries are much less than at other AAU and research Universities. The Provost and CFO are working on plans to address the situation. The discount rate pointed out in today's presentation amounts to \$30M, and we are on a pathway to have more open dialogue and SPBAC is at the center of that dialogue. Many different stakeholders are involved in the transition from RCM to AIB. Bourget reiterated the demoralizing effect that the furlough has had on the campus at large. Hassan asked how Robbins personally feels about being rewarded a \$100K bonus and what plans he has for the use of the money, knowing that the people doing the ground work with COVID-19 have not been extended the same bonus. Robbins responded that he will take into consideration GFFAC's advisement. Robbins stated that he has never been in favor of ABOR bonuses, but it is the Board's decision to put the bonuses in place. Bonuses are prescribed based on metrics, and as rightly reported, are not one person's responsibility.

**8. DISCUSSION AND POSSIBLE ACTION ITEM: SPRING 2021 RE-ENTRY – PROVOST FOLKS, WITH DRS. JOE GERALD, KACEY ERNST, MIKE WOROBEY, AND JANE HUNTER**

Singleton asked for her questions regarding WiFi access to students in conjunction with mandatory testing be addressed. Gerald opened by stating that he is Co-Chair of the Public Health Advisory to Campus Team (PHACT), which provides recommendation to the senior leadership team. With regard to testing, the spring semester looks very similar to the fall semester with some notable exceptions. For students who will be on campus in dormitories, PHACT's recommendation is that they be tested at least once per week to monitor viral transmission and identify individuals who are positive for COVID-19 so they can be isolated. Appropriate contact tracing will be conducted for quarantine. Additional mitigation testing within dormitories has been triggered based on cluster identification of cases with testing of entire dormitories. For the spring semester, students who live off campus who will be on campus taking in-person classes or performing other business on campus will be required to test at least once per week. The question then becomes what "carrots and sticks" are most appropriate to ensure compliance to that recommendation. Compliance then falls only on campus dormitory students, with compliance initially in the 90% or greater range, and by the end of the semester at the 50% range. The "carrot" being for the greater social good, and PHACT's recommendation to administration is to consider a "stick" to encourage compliance. The "stick" should be proportional to the negative consequences of not participating in a socially desirable activity. Suggestions or options could include changes to WiFi access or redoing a NetID password, which are motivating but not punitive. The goal is to not disadvantage students and recognize there are many circumstances, including establishment of an exemption process, such that students, for good reason, are not on campus or for any other reasons, would not need testing. Students exempted would not face any sanction or penalty because of non-participation. A major extension would be to require faculty teaching in-person classes or otherwise coming to campus on a routine basis to be tested in the same manner. PHACT thinks it is

extremely important to extend testing to faculty if the campus is to start back into the spring semester if phase two re-entry is initiated. The goal is to reduce transmission of the virus on campus and in the community and on-campus testing is one integral component of a comprehensive public health response plan when combined with other mitigation strategies, which can reduce transmission as much as 20%. The second issue is an equity issue. The University should not ask students to do something that we, as faculty and administration, are not willing to do, and believe for equity reasons, asking faculty to participate in the same manner is above and beyond its public health value. The "carrots and sticks" would have to be thought through, but the idea is not to penalize or punish anyone, but that there would be some degree of inconvenience for willful non-participation in the program. The University is responding to push back from various individuals who hold positions of persuasion saying that testing of faculty will not be well-received and shouldn't be done, and is the reason we are addressing these issues to Faculty Senate in order to answer questions. Hunter added that another group has been formed and is co-chaired by Public Health Associate Professor, Leila Barraza, and Chief Risk Officer, Steve Holland, to address questions of employee testing. Hingle asked if a proposal was available, and Gerald responded that there is no specific written proposal, but that a slide presentation is routinely shared in weekly briefings with the senior leadership team. The opportunity today is to inform what recommendations may look like and to gather input. Hunter stated that a draft of recommended guidance is circulating and being reviewed by a number of different groups for feedback. Robbins thanked Gerald for a concise summary of a very complicated scenario, and is fully supportive of what he and his team have recommended. Robbins deferred to Brummund to address Singleton's question about disabling WiFi to students for non-compliance of COVID-19 testing. Brummund said that many student organizations have spoken out in protest. The consensus is that unanticipated consequences may arise from disabling WiFi, and a meeting is scheduled this evening with Northern Arizona University and Arizona State University to coordinate testing and technology access perspectives. Currently, Brummund said that the University will work testing into University processes while minimizing side effects. Hunter said teams are working on giving advance notice to students before any restrictions take place. The goal is to make non-compliance somewhat irritating without making it devastating, and to let students know that compliance is the easiest solution. Testing takes ten to fifteen minutes with an appointment only system with no waiting. Singleton responded that from the student perspective, concern that something being a consequence rather than an incentive, students will focus on how to avoid the consequence rather than complying. At-risk students who already struggle with WiFi access will have more problems than students who have more resources. Sen expressed the same concerns, adding that the additional stress on students will be even more detrimental to their well-being during a pandemic. Solutions could lean more toward conveniences rather than hinderances. Mobile centers for testing near dormitories and buildings students frequent would make it easier for students to get tested on campus. Hassan expressed the same concerns, but feels the solution is punitive because WiFi access is a basic student need for succeeding. Meet students half way to gain compliance. Folks urged student representatives to offer alternative solutions. Ghosh said that he hears and agrees with both sides, and being on campus all of spring semester, will get tested weekly. The student leaders must lead by example. Hurh said that from his experience, compliance is shared with peer groups. Was any research done to conclude why students stopped testing toward the end of the semester? Only then will the University get the outcome for compliance it seeks. Disengaging WiFi access is going to negatively affect morale. Hunter assured Sen that PCR testing costs have decreased, allowing for more testing sites around campus for convenience. Data collection showed that students who stopped testing were too busy, and there weren't any consequences for not getting tested. At other institutions, access to buildings is denied if the student is not in compliance. Robbins said he hears the students loud and clear, and urges Drs. Gerald and Ernst to work with the Provost and the ICS Team to work on a combination of incentives and consequences that move in a different direction. Things to think about are financial discounts or academic credits. M. Witte said that it would be helpful to know what other institutions, peer and otherwise, are doing in terms of mandatory testing. State institutions may be under legal constraints compared to private institutions. Gerald responded that the testing plan in place is modeled after Arizona State University. Arizona State University has been testing students, faculty, and staff and involves close monitoring of WiFi usage. Location logs identify who is on campus or not, and tracking compliance with testing. Arizona State University's "stick" is password reset if not in compliance. Ohala commended Robbins on his recent comments about going back to the drawing board to come up with alternative solutions for compliance. UITS has worked tremendously hard to provide WiFi access to students, and the consequence of dismantling WiFi access sends wrong and mixed messages to students. Slepian said that offering positive incentives outweighs negative consequences. Cases of depression have escalated dangerously over the last six months. The University has an overflow of think tank talent to offer alternative solutions. Singleton and Sen thanked all who participated in the discussion, and offered students' perspective for other ideas. Hunter assured that the Faculty Senate discussion and students' perspectives will be taken into consideration while working with the focus groups.

**9. DISCUSSION ITEM: NEW BUSINESS FOR JANUARY/FEBRUARY 2021**

Hingle stated that Senior Vice President Cantwell will be returning in January for a presentation on the research Cores.

**13. ADJOURNMENT**

There being no further business, the meeting adjourned at 5:27 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 November 2, 2020**
2. **Faculty Senate Minutes of November 30, 2020**
3. **Report from the President**
4. **Report from the Provost**
5. **Report from Faculty Officers**
6. **Report from GCSAC**
7. **Report from RPC**
8. **Report from SAPC**
9. **Report from DEI**
10. **Report from Graduate Council**
11. **Vision for Research, Innovation, and Impact**
12. **GFFAC Update**

**Motions of the December 7, 2020 Faculty Senate Meeting**

**[Motion 2020/21-21]** Seconded motion from Undergraduate Council Syllabus Template Title IX Amendment. Motion carried.

**[Motion 2020/21-22]** Seconded motion from Undergraduate Council Undergraduate Certificate Policy Amendment. Motion carried.

FACULTY CENTER  
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