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.


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


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


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 UA Global Campus offerings would compete with and possibly do damage to existing UAOnline 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 UAOnline Global
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 the University's 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 active participants in research programs and demonstrate keen interest in research advancement and/or innovation at the University. 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 the University 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 RII FAC 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 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 as the
received a $100K bonus for meeting a number of at-risk enterprise metrics in research expenditures, graduates from a variety of students with varied interests. Klotz spoke to the recent review of President Robbins by ABOR, where Robbins reported that the 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 cautious 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 statues 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, 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
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
There being no further business, the meeting adjourned at 5:27 p.m.

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

There being no further business, the meeting adjourned at 5:27 p.m.

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.
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
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.


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