

MINUTES OF THE MEETING OF THE FACULTY SENATE OF THE UNIVERSITY OF ARIZONA
Wednesday, June 29, 1983
Room 146, College of Law

The Faculty Senate of the University of Arizona met in special session at 2:00 o'clock on Wednesday afternoon, June 29, 1983, in Room 146 of the College of Law. Forty-nine members were present. Chairperson Kellogg presided.

SENATE MEMBERS PRESENT: Aleamoni, Antinoro, Antley, Atwater, Barrett, Battan, Butler, Cardon, Chiasson, Cosart, DeWalt, Dickstein, Epstein, Ewbank, Fahey, Foster, Frank, Gallagher, Garcia, Goetinck, Hegland, Irving, L. Jones, Kellogg, Kettel, Kinkade, Koffler, Mautner, McCullough, Munsinger, Myers, Paplanus, G. Peterson, Prosser, Reeves, Rehm, Roby, Roemer, Rollins, Scott, Shanfield, Sigworth, Svob, Thompson, Titley, Tomizuka, Weaver, Windsor, and Witte. Dr. Robert Sankey served as Parliamentarian.

SENATE MEMBERS ABSENT: Barber, Berliner, Bleibtreu, Cole, Crowder, Duffy, Edwards, Erwin, Escamilla, Farr, Fox, Gaines, Geiger, Goodwin, Gourley, Henderson, Jensen, C. Jones, D. Jones, Laird, Leebron, L'Heureux, Maddock, Maher, Mayersohn, Moffatt, Nevins, J. O'Brien, S. O'Brien, Odishaw, Parisi, Paulsen, R. Peterson, Sippel, Smith, Sorensen, Spece, Steelink, Vogel, von Teuber, and Zukoski.

Chairperson Kellogg noted that a quorum was not yet present but the meeting would proceed with discussion. She reminded the body that while only members of the Senate had the privilege of speaking, other persons could speak with the approval of the membership. She noted that several proxies were present and said that while they could speak, with permission of the body, they could not vote.

Ms. Kellogg noted that there were two matters on today's agenda. Each would be allotted one hour of time.

The first item to be discussed would be policies and procedures relating to the merging and/or dissolution of departments, specifically concerns expressed by biology departments in the College of Medicine and in the Faculty of Sciences. Four speakers would be heard on this subject, Ms. Kellogg said: Senator Sigworth, Senator McCullough, Senator Koffler and Senator Frank, in that order.

Senator Sigworth noted that the next day would be his last day in office as Chairman of the Faculty. He wished to emphasize that the matters before the Senate today were only the latest indications of a situation existing at the University of Arizona for some time, namely the lack of consultation with faculty members on important issues about which the faculty of the University should be consulted. He referred briefly to the decision earlier to reorganize certain U of A colleges into a new Super College which was put into place without faculty input. Major decisions have been made with practically no opportunity for faculty members to express opinions about what was proposed. Now again two issues had arisen and in each instance much difficulty had resulted, he believed, because of there not being communication with the faculty about them. This is not the way a first-rate university operates, Dr. Sigworth said. In a first-rate university the faculty is consulted about major issues. In something as vitally important as the

reorganization of the life sciences on this campus the faculty of the College of Medicine was not consulted. Such procedure will not do, he said. Our sister institutions in the PAC-10 Conference don't operate in this manner, he said, notably the University of California at Berkeley and Stanford University.

Similarly, appropriate faculty committees were not consulted on the matter of the recently announced raises for selected members of the University faculty and staff, Senator Sigworth continued. Those raises may be quite justified, he said, but how much tension and discontent could have been avoided if the faculty had simply been consulted along the way. Faculty opinion should be taken into account.

It appeared to many people, Senator Sigworth said, that President Koffler insisted on proceeding with the proposed biology reorganization plan, believing "Daddy knows all". How much better it would be if the President thought, "Maybe Daddy doesn't know everything and would like to know more."

So far as the salary increases were concerned, while they may have been justified, Senator Sigworth asked, "Why weren't we told?"

Next Senator McCullough spoke, noting that in the past six years there had been two previous studies made by special committees reviewing the life sciences programs at the University of Arizona with no conclusive results. This past winter when a new Advisory Committee on Biological Sciences was appointed by President Koffler, it was provided a great body of information collected by the earlier committees including numerous reports, letters from many faculty members, etc. Definite effort was made to provide wide announcement to the Faculty of Sciences and to the faculty of the College of Medicine to make them aware of the new study under way. Faculty opinion was invited. For example, the heads of all science departments in Medicine were invited to respond, as were the deans of the Colleges of Pharmacy and Nursing. The Advisory Committee did everything it could to be as open as possible and to obtain as much information as it could. It met with many department heads, faculty groups, committees, and individual faculty members. The committee sincerely felt it had done everything it could to obtain input from faculty. It had received a multitude of letters, had engaged in much individual discussion, and had studied a number of reports. Members of the committee next drafted a report that was rewritten several times. It was then submitted to President Koffler in early March 1983.

The next speaker was Senator Koffler. He emphasized that consideration of reorganization of the life sciences programs on this campus had been going on over the last several years. A task force had given serious attention to this matter in December 1977. Subsequent studies had been conducted. Then had come the most recent study which he had asked for and when it was completed over 100 faculty members had contributed information to the Advisory Committee developing its report. Thus it was felt that substantial input from the faculty had been obtained. Certainly the need for a more effective structure for the conduct of the University's biological sciences research and instruction was widely understood.

Dr. Koffler noted that "it is difficult to find a solution that is acceptable to everyone. What we do need to get is the best possible arrangement that we can afford." He noted he had urged the Advisory Committee to carry on extensive consultation. When he received the report he had been satisfied in some respects, not in others. He reviewed the report with the members of the Advisory Committee, and he then sent it to the Vice President for Academic Affairs. Consultation then ensued with college deans, some department heads, and individual

faculty members. To speed up its consideration the report went to the department heads in Medicine. Inadvertently this was not done in other colleges. Then the report leaked, and it seemed necessary to accelerate the review process. Senator Koffler said he was sorry that from this point on the review process was not as meticulous as it should have been. In any event, since there had already been so much review he had given his approval to the new organization which would discontinue the departments of general biology, microbiology, cellular and developmental biology, and molecular and medical biology and would create a university-wide department of molecular and cellular biology.

Dr. Koffler said he had indicated the new arrangement would be activated July 1. He stated he would now submit the report to the heads of all departments concerned and ask for faculty reaction. He said he would also explain why he had supported the reorganization plan that the committee made. He stated he would now delay his final decision for two weeks while this further study was going on.

Senator Koffler said he definitely endorses the philosophical approach to management urged by Senator Sigworth. He believes in wide faculty participation in information gathering. However, he cannot give up the responsibility to make the final decision. He does want and needs input but he must maintain an orderly process.

He concluded by saying, "This Daddy doesn't think he is always right."

The next speaker was Senator Frank, Chairman of the Faculty Senate Committee on University Planning.

Senator Frank emphasized that the committee is concerned with matters of process in academic concerns, such matters as structure, timing and implementation, not substantive considerations themselves. In reviewing the process followed in developing the recommendations for the reorganization of biology teaching and research on this campus, the committee reached the conclusion that there had been less than full consultation with faculty. There had been inadequate time for truly full faculty discussion before it became apparent that there was to be a July 1 implementation date.

The committee felt it was important that such developments be prevented if at all possible in the future. There have been other instances of this kind in recent times, he said. Dr. Frank then said the Committee on University Planning wished to submit the following resolution: "The University Planning Committee recommends to the Faculty Senate that the Executive Committee of the Senate appoint an ad hoc committee charged with drafting formal procedures that would govern major reorganization of academic units and programs, such procedures to provide for adequate participation of all affected faculty."

Chairperson Kellogg noted that since a quorum was not present formal action could not be taken on the resolution. However, she said, she would accept the motion as a request for Executive Committee consideration at this time with the intention of bringing the resolution back to the Senate in the fall for formal action. Senator Witte asked if the resolution was intended to apply to the current issue. Senator Frank answered it would apply to all future proposals.

Chairperson Kellogg said that Dr. Neil Mendelson was present as proxy for an absent senator. He wished to speak and she would permit him to do so if there was no objection. There was none. Dr. Mendelson said that every knowledgeable person

is aware that more resources are needed in support of biology programs on this campus. He was glad to note that President Koffler had indicated more support would be forthcoming. He was also glad to know that it appears there will be more faculty input as matters relating to academic organization are considered in the future. He said he regretted very much that an adversarial position had developed between certain biology departments and the Administration. Some regrettable serious misunderstandings had evolved in the process of gathering data for the recent study.

Ms. Kellogg asked if there were other comments by Senate members. Senator Paplanus asked what procedure was followed in obtaining Regents' approval of academic reorganization. Senator Weaver said that any new degree program must receive Regents' approval before implementation. This of course comes only after thorough campus-wide review, including much faculty review. The question was asked, what about making changes later? Senator Weaver indicated that the Board of Regents must approve any major departmental reorganization.

Senator Battan asked if the affected representatives of the biology departments felt that two weeks in the summer would be an adequate amount of time for further review of this matter.

Dr. Mendelson noted that many faculty members are away at present. Two weeks is not an ideal length of period in the summer. The Chair noted that Professor Paul Johnson, Professor of Physiology, was in the audience and asked if there was objection to his speaking. There was none. Dr. Johnson pointed out that the members of the faculty of the College of Medicine are on campus year-round so consideration can be given matters by the Medicine faculty even though it is summertime. However, the recent period of two-and-a-half weeks during which the Medicine faculty was considering the biology reorganization issue had been too limited a time. He said he wished to say further that he agreed fully with Dr. Koffler that all concerned must not lag in their efforts to maintain and improve the quality of the biology programs.

Senator Witte commented that she wondered what was faculty input anyway. She said she doubted the need for the reorganization that was being proposed. Certainly the proposed plan had much in it that she found objectionable. No medical school in the country had been identified as having the model that was being proposed for the U of A. Certainly the medical college faculty was unanimous in its expression of unhappiness over the proposal. Input is valuable only if it is listened to, she said. In times past on this campus there has been so-called faculty input but it has not been heeded. She felt her comments were relevant both about the biology reorganization issue and that of pay raises.

Senator Ewbank referred to the statement in 1966 of the Association of Governing Boards of U. S. Colleges and Universities, issued jointly with the American Council on Education and the American Association of University Professors, titled, "Statement on Government of Colleges and Universities." It reads: "Effective planning demands that the broadest possible exchange of information and opinion should be the rule for communication among the components of a college or university. The channels of communication should be established and maintained by joint endeavor." Obviously the communication process at this institution had become flawed, he said.

Senator Myers said he wished to speak to the resolution. He said that apparently in the process followed in the recent review of biology departments everyone assumed somebody else would notify the faculty. It is necessary to provide for a guaranteed communication. It is important that a timetable for a review process be indicated. Specific information as to when a proposed change is to be implemented must be provided. Once recommendations are made, information about them should be widely distributed to faculty members. There then should be opportunity for reaction and discussion. Every effort should be made to avoid developments of this sort taking place in the summertime, culminating at a point when the Senate is not meeting, for example, when many members of the faculty are away. Certainly, he emphasized, matters of this sort should always come to the Faculty Senate for review.

Senator Witte said she would like to point out that while ostensibly this review had been going on for some time, many of her colleagues had heard nothing about the proposed new plan until May. She was a tenured, full professor and she was unaware of it until very recently. She felt that at this juncture to study the proposal for only two more weeks would be providing only a "bandaid" for a serious ailment, and what was needed was "a lancing of a sore to let all the pus out. We must do some real healing here," she said.

Senator Chiasson said he understood contracts had been sent to the faculty, making appointments for 1983-84 identified with the existing departments. How will it affect a faculty member's status if his or her department identification is subsequently changed? What will happen to his or her contract? Senator Weaver said that all contracts of course would be honored. Changes of title frequently occur at odd dates in the course of a year. Senator Witte wondered if examples could be given of when departments were reorganized at odd dates -- how many, and when? Whenever reorganization is going on, the faculty should be aware of it.

At this point it was noted that the Senate now had a quorum present. Thus the body could formally consider the resolution presented by Senator Frank if it so wished. Chairperson Kellogg asked Senator Frank to read the resolution again, and he did so, as follows: "The University Planning Committee recommends to the Faculty Senate that the Executive Committee of the Senate appoint an ad hoc committee charged with drafting formal procedures that would govern major reorganization of academic units and programs, such procedures to provide for adequate participation of all affected faculty." It was noted that the resolution came as a seconded motion.

Senator Witte then moved that the resolution be amended to provide that the procedure would govern "all pending and future" major reorganization including the reorganization of biology programs. Several seconds to the motion were heard.

The question was asked what was meant by the reference in the resolution to "major reorganization of academic units and programs?" Senator Frank responded, "reorganization involving a department or above."

Senator Shanfield said he felt it was a shame that such a struggle had been permitted to develop on this campus. It was hoped it could be avoided in the future. He said he certainly wanted an adequate review process made available but he would like to avoid a procedure whereby the President might be forced to ignore a

recommendation. He said he would prefer wording that was less adversarial and more conciliatory, perhaps like certain motions that had been developed by the faculty of the College of Medicine. He said that while he personally supported the motion from the Committee on University Planning, he was speaking against Dr. Witte's amendment.

Dr. Johnson noted that within an individual college a review process seems to be in place. Beyond the college level there seemed to him to be a void. He said he hoped the Senate would develop such a procedure as this resolution was requesting.

Senator Cardon spoke against the amendment. He said the biology program has been carefully looked at since 1977. Certainly it has been studied during the few years since he became Dean of Agriculture. In fact, there has been almost constant discussion. One thing is definite: the quality of the biology classes on this campus has been deteriorating.

Senator Garcia said it was interesting to note that if the biology reorganization discussion has been going on for six years, never once has it been mentioned in the Faculty Senate.

Senator G. Peterson spoke against the amendment. He said that no one should feel he or she is under a gun. The question of general procedures for the future and what should be done right now are two separate ones. "First, we need guidelines; indeed we do. Whether they should apply to what's happened in recent history is something else again. The two matters should be separated. We want to avoid confrontation," he said.

The question on the amendment was called for by hand vote. There were 14 votes for the amendment, 28 against, and the motion lost.

The question was called for on the original motion which carried unanimously.

Senator Shanfield then moved that the Senate request President Koffler to permit more time for further consideration of the biology reorganization than the two weeks Dr. Koffler had suggested. He said that all sides should be heard, including the opinion of the medical faculty. Several seconds were heard.

Senator Paplanus said it should be noted that at no time was there an expression in the College of Medicine faculty that the medical faculty was opposed to making any change at all. The objection was that the announced revision had been developed and decided upon without adequate consultation with the medical faculty.

Senator Witte said this matter should be researched carefully. She saw no dire urgency. What was the rush?

President Koffler pointed out that there were some practical considerations. Plans must soon be completed for the proposed new life sciences building so that steps can be completed for obtaining funding through bonding for its construction. There is a practical deadline approaching. There has indeed been an enormous amount of discussion about this issue, he said, perhaps not in the right form, but there has been much discussion.

Dr. Johnson said that indeed there had been previous studies of the subject of reorganizing the biology departments. However, they had not resulted in a concrete proposal. This did happen this time, which was the first specific proposal to take shape.

The question was called for on Senator Shanfield's motion, and it carried on a voice vote.

The Senate next turned to the second item on its agenda, "Policies and Procedures for determination of salary adjustments and merit increases, in particular faculty participation, and specifically concerns expressed about recently disclosed salary adjustments in view of general minimal increases and the practice of disclosure and/or of actions taken during the absence of most faculty." Ms. Kellogg said she would be recognizing Senators Myers, Frank, and Munsinger to speak on this subject, in that order.

Senator Myers pointed out that he was chairman of the Committee of Eleven and the Committee of Eleven had participated in the call for today's meeting. He said the Committee of Eleven frequently served as a lightning rod on campus, and recently had received messages of concern about the announcement in the media that a limited number of faculty and staff members were to receive salary adjustments July 1, some of them very substantial amounts. He pointed out that earlier it had been announced by the administration that there would be no funds available for any kind of raises July 1, 1983. No merit increases would be made. There would be available funding for a 5% cost-of-living adjustment January 1, 1984. Then ten days ago it was announced that some 605 members of the faculty and staff would receive adjustments, some of them quite large.

He said he saw the Faculty Senate as providing an appropriate forum for discussing procedure. "We are not here to discuss any specific individual's situation or any particular salary change. We're talking about overall procedure," Dr. Myers emphasized.

Senator Frank said that the University Planning Committee was of course interested in procedure. The Planning Committee had asked Vice President Munsinger for justification and explanation of the recently announced adjustments. The Committee had learned that there was a difference between "merit increases" and "adjustments." Adjustments refer to promotions; salary changes where there is danger of losing key personnel with the result of doing injury to the quality of the campus; and equity adjustments, particularly equity adjustments involving cases of minorities, including women. Funds for these adjustments were very limited. The Legislature had not provided any money for merit increases. When, late in the year, authority was obtained and funding made available from several sources to make some adjustments, these were distributed as equitably as possible.

Senator Frank noted that of the persons receiving raises, 43.1 per cent were faculty, 10.4 were academic professionals, and 46.4 per cent were classified staff.

Senator Frank said the Planning Committee had learned that approximately \$2,000,000 would be expended for the increases in salaries. Seventy-five per cent of this amount would come from nonstate funds, 25 per cent from state funds. He

referred to a memorandum that went to all deans and directors in late spring asking for a listing of individuals recommended for adjustments in priority order. He thought the amount of faculty input into this process had varied greatly college to college.

Senator Frank noted that the Legislature had asked the Arizona Board of Regents to develop a new procedure for giving salary increases on the basis of merit. The Regents would need more input from this University as well as from the other two Universities on this important issue this fall.

Next, Senator Munsinger said he had little to add to Senator Frank's remarks. He said it should be pointed out that during the next several months there may be additional changes processed after market surveys are completed. Further adjustments might be possible on October 1. Note should be taken also, he said, that during the next year there will be a number of reclassifications of personnel, subject to the availability of funding. This is in line with policies of the Board of Regents and the U of A Personnel Department.

He asked if there were questions. Senator Sigworth stated that the faculty are sensitive to salaries. The faculty were told there would be no money available for increased salaries except the 5 per cent cost-of-living increase in January, and then the newspaper news broke. It was learned that some administrators were going to receive enormous increases. This must be bad management, he said, because this can only have one result, and that is bad feelings. Lack of communication and lack of information brought the negative reaction that took place. Maybe each and every salary increase would have been considered fully justified, if the facts were known. "But why weren't we told?", Senator Sigworth asked. The result has been widespread cynicism among the faculty.

Senator Garcia asked if the Planning Committee was consulted in advance about the raises to go to the 605 persons. Senator Frank answered no, there has never been a procedure where the Planning Committee reviewed particular salaries. Senator Garcia noted that the Planning Committee has a budget subcommittee. Certainly it should be consulted about the procedure to be followed in making certain decisions.

Senator Munsinger noted that the request for recommendations for certain adjustments was made by the administration to deans and directors several months ago. They were asked to recommend, by type, the sort of adjustments that were felt to be in order. He pointed out that certain salary commitments had been made a year ago to certain individuals, but then no funds were available. In addition to such commitments, there had been promotions and equity reclassifications. Further, there had been a category that took market conditions into account, heeding the laws of supply and demand. There had also been a considerable amount of classification "crossovers" where certain classifications were upgraded, Senator Munsinger said. Two hundred and twelve grade changes were involved here.

It has never been the practice to review individual raises with the Planning Committee, Senator Munsinger emphasized. He did review with the Planning Committee the various types of adjustments that were anticipated should funding be made available. Senator Frank confirmed that this was so.

Senator Garcia emphasized that wider discussion would result in a minimum of hostility.

Senators Garcia and Myers asked how salary adjustments funded by nonstate money would be supported next year. At that time would these increases have to be maintained by state funds? Senator Munsinger said that it was not expected that there would be state funding to pick up these changes. These would have to continue to be supported by "soft money" or nonstate funds.

Senator Myers said he understood from some department heads that quite a few proposed adjustments had not been funded and were not included in the 605. Senator Munsinger said yes, a number of recommended adjustments were not being implemented at this time.

Senator Myers asked why the amount of money available could not have been spread around better. Senator Munsinger answered that in his judgment the administration did the best it could to follow the priorities recommended by the deans and directors.

Senator Peterson said he would like to emphasize a point already made by Senator Sigworth, that is, the matter of faculty morale. The faculty were misled when they were told there would not be any merit increases this year, but then suddenly there was for some people. Some people were permitted to play the game when the rest did not even know what the game was. He referred to a professor who is tenured and highly effective and who said, "I have given up on this administration. I'm going to really begin looking around to find a position elsewhere." What this University needs is more frankness in the exchange with faculty. All of this discussion has real relevance for the Regents' pay study, he said. It is very important that the faculty participate in such discussion. The faculty have a right to know what is going on.

Senator Tomizuka said that a university is a community of scholars; it is not an assembly line in an automobile plant. Its decisions should not be made without consultation with faculty. To do so is an act of gross insensitivity.

Senator Witte said that maybe we are today opening a slight chink in a darkened window. We have a budget committee, a subcommittee of the Planning Committee. Put it to work. Let it study how university funding is to be distributed. Faculty perspective is important, necessary and worthwhile. Whenever there are extensive salary adjustments, she continued, the comment is made, "Well, we are correcting inequities for minorities and women." She thought the extent of adjustments for those reasons was highly exaggerated. She also said she wondered if the competition of the market place should prevail to the extent it is claimed it does.

Senator Epstein said that she thought much more attention should be given to salary adjustments for the lower paid classified staff.

Senator Weaver said it is important to realize that frequently there is very little lead time for determining salary adjustments. Instructions come from the Regents as to what sorts of adjustments are authorized. There is very little time then to determine just how much funding is to be allocated in what manner to which persons. "In other words," he said, "there is very little time between when

we learn what the ground rules are and the time when we must act." Dr. Weaver said that this year the deans, directors, and department heads did know the basic rules in April but they did not know the amount of funding until very late.

Senator Garcia urged that the University of Arizona "grow-up" and develop good dialogue procedures between the administration and the faculty. Good universities like Stanford and Berkeley use faculty committees in determining merit pay, promotions, etc., he said.

Senator Myers said it probably would have been better to spend the amount of money available entirely on classified staff salary adjustments with none going to faculty and administration.

Senator Myers then moved that the Executive Committee of the Senate appoint an ad hoc committee to solicit information on salary determination procedures at other universities and solicit recommendations/suggestions from the faculty at large on such possible procedures. The committee should then submit to the Senate by the November 1983 meeting recommendations for such procedures.

He hoped the faculty could become involved in the process just as it has become involved in the promotion and tenure process. He wanted to insure that the criteria for adjustments are known. There should be a review process and an appeal process, he said.

Senator Battan asked why another committee was necessary. Why could not the Committee of Eleven accept this responsibility?

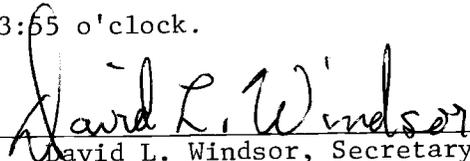
Senator Myers responded that he thought the Committee of Eleven would not be an appropriate group to conduct this study, and he thought the Planning Committee was too busy with other projects.

Senator Peterson wondered how this activity would mesh with the Regents' developing a procedure for giving salary increases on the basis of merit. Senator Koffler noted that the Regents had appointed a working group to develop recommendations concerning a merit pay procedure. Each of the three universities would have representation on it. He did not know just how the working group would proceed. Certainly it was his intention to provide as much input from the faculty of the University of Arizona as possible. The results would probably provide basic guidelines that would be very general, and he said he would then be coming to the Planning Committee and the Budget Committee for further input.

The question was asked who the U of A's representatives on the Regents study committee on merit pay would be. Senator Koffler replied they would be Dr. Weaver, Dr. Munsinger and Mr. Charles Sakwa, Director of Personnel.

The question on Senator Myers' motion was called for. The motion carried.

The meeting adjourned at 3:55 o'clock.



David L. Windsor, Secretary



David Butler, Assistant Secretary

David Butler, Assistant Secretary

MOTIONS PASSED AT MEETING OF JUNE 29, 1983

1. Approval of recommendation from University Planning Committee that Executive Committee of the Senate appoint an ad hoc committee to draft formal procedures to govern major reorganization of academic units and programs, such procedures to provide for adequate participation of affected faculty.
2. Approval of motion requesting the President to permit additional time for consideration of the proposed reorganization of biology instruction and research.
3. Approval of motion that Executive Committee of Senate appoint an ad hoc committee to solicit information on salary determination procedures at other universities and solicit suggestions from the faculty on such possible procedures, the committee then to submit to the Senate by November 1983 recommendations for such procedures.