

1990/91-41

MINUTES OF THE MEETING OF THE FACULTY SENATE OF THE UNIVERSITY OF ARIZONA
Monday, November 5, 1990 Room 146, College of Law

The Faculty Senate convened in regular session at 3:02 p.m. on Monday, November 5, 1990, in Room 146 of the College of Law. Fifty members were present. Presiding Officer of the Faculty Senate Vivian E. Cox presided.

SENATE MEMBERS PRESENT: Adamec, Aleamoni, Aquilano, Atwater, Avery, Badger, Bickel, Bizik, Braden, Burkhart, Chen, Cole, Cox, Cusanovich, Enos, Escalante, Ewbank, Fernandez, Ganapol, Garcia, Goetinck, Hetrick, Hildebrand, Jones, Kermes, Knight, Koffler, D. Larson, L. Larson, LaSalle, Lei, Mautner, Mitchell, Pao Tao, Redeker, Rehm, Roemer, Rollins, Salomon, Sander, Silverman, Smerdon, Smith, Spera, Thomson, Tomoff, Vezino, Witte, Zeigler, and Zwolinski. Dr. Robert Sankey served as Parliamentarian.

SENATE MEMBERS ABSENT: Beigel, Bootman, Butler, Dalen, Dvorak, Elliott, Fenstermacher, Ganguly, Hershberger, Joens, Johnson, Kolodny, Krager, Masone, McCullough, O'Brien, Parsons, Phipps, Ratner, Shisslak, Sigelman, Songer, Steinke, Sugnet, Sullivan, Tomizuka, Valdez, VanMetre, Ware, Woodard, and Zukoski.

REMARKS BY ESTHER CAPIN, PRESIDENT OF THE BOARD OF REGENTS: President Capin said it was a pleasure to be with the Senate--a group of people who have the most interest, investment and commitment in the university as any one group that she could think of, and she was happy to see some familiar faces. "I want to start out by saying that I am very proud of this institution. I did graduate from here. After living in Nogales for twenty years, having not finished my education in California, I came back to this institution and completed a Bachelor's and a Master's degree. Fine things are happening here, and I think it's important for us to remember that, and that there's a high quality of commitment and professionalism within the faculty. This is a fine institution with a wonderful faculty committed to teaching and to the betterment of this institution. I have a number of topics I'd like to talk about: the faculty salary survey; some of the work of the Commission on the Status of Women; the progress and trends appearing from comments on the Presidential Search; recognition of the importance of undergraduate education; faculty evaluations; and Regents' goals and objectives for 1990-91.

"The faculty salary survey has come about from a decision of the Council of Presidents, which is composed of the Presidents of the three institutions and the Executive Director of the Board of Regents, Molly Broad. The Regents have been engaged in an experiment of our own with a shared executive and the Presidents of our institutions more directly involved with the work of the Regents. In a decision by the Council of Presidents it was decided to conduct a survey of faculty salaries and compensation by discipline and by rank. It is a Tri-University project. We hope that it will be completed in time to affect legislative decisions in the spring. The universities that will be surveyed in this study will include those identified as peer institutions. That in itself was a process in which the universities engaged to define their list of peers. The Regents will vote on those peers. The objective of this study will be to develop some benchmarks for faculty salaries that will track the higher education market and provide some regular objective reports that can be utilized in making budget requests. The consultant will develop a model that can be replicated annually,

so we'll have an ongoing look at what is happening. It will also contain some fringe benefit packages so we'll be able to compare the retirement and health benefits as well as other components of salary with other peer institutions across the country.

"The Commission on the Status of Women is reaching a point at which they are going to conduct a Tri-University survey. The Commission has divided itself into several subcommittees. The survey is directed to attitudes toward women on university campuses, and we hope the gathering of data will be completed by the end of this week. Next week, when the Commission meets, we will have a chance to look at preliminary data. The subcommittees are (1) Campus Climate, which is directing its attention to flexible work policies, flexible benefits, childcare needs, long-term health insurance, employee assistance programs and parental leave. Also within this committee's jurisdiction is campus safety, sexual harassment and the needs of diverse women. (2) The Career Development Subcommittee is covering such areas as honors and awards, career development of nontenure-eligible and tenure-eligible faculty, academic professionals, classified staff and development of women in administrative positions. (3) The Subcommittee on Compensation, Hiring, Retention, Promotion and Tenure, which has an interesting nickname (CHIRPT), is considering recruitment, hiring and retention issues for faculty and non-faculty, and faculty salaries, faculty tenure and promotion and advancement and promotion issues for non-faculty as well. As you can tell from the assignments to these subcommittees, the Commission is looking at many aspects of what it is to be a woman on a university campus in Arizona in the 1990s. The Commission has also developed a vision statement of the University for the year 2000 and beyond, which conceives of the University as a place in which men and women together can work with mutual respect for each other's styles, scholarship, and contributions, and hopefully without division and without gender issues being a factor. We believe that we have a good start on that. I'll be looking forward to the results of that report, and we think that it will be finished in the springtime, certainly before the end of my tenure as President of the Board.

"I know that you are all interested in the progress of the Presidential search, and I thought I would bring you up to date on what is happening in that area today. We have a wonderfully committed group of people who comprise the search committee. In the twelve years that I've been on the Board and the searches which I've observed or in which I've participated, this group has the most faculty of any of those prior groups. The faculty have been working hard. We have representatives from the community, the Alumni Association, the Foundation, and students. We are working to develop first the advertisement for potential candidates, and on a position specification describing what this position will entail for the nineties. There have been many focus groups on campus, many group meetings, some chaired by members of the Search Committee. The groups have met at the College of Medicine, there has been a meeting of Faculty Fellows, the Associated Students had a focus meeting for graduate and undergraduate students, the Cooperative Extension Service had an opportunity to provide input, the Alumni Association, the Foundation, Classified Staff, there have been meetings with Hispanic and African-American community leaders. We are at the point of reaching out, wanting to get as much input at this point in time from individuals as to the nature of their thoughts, as to what this university needs into the next decade.

"Some of the themes that have been coming our way are the following: an individual who will understand the university's relationship to the community; who understands both the importance of research activities and a strong, undergrad-

uate and graduate program and strong programs in the humanities and arts as well as the sciences; someone who would have effective communication skills with internal and external constituencies; an ability to relate to students in informal and formal settings; an ability to represent the university in the legislature; a willingness to include faculty members in decision-making processes; someone who will consult with staff and with students as well as faculty; someone with leadership abilities, managerial skills, administrative skills, fund-raising abilities. Someone said to me that it has to be someone who will walk on water without disturbing the fishes. We have high expectations, obviously. Those of us who have high expectations for ourselves have high expectations for our leaders as well. Additionally, the individual should have a demonstrated commitment to affirmative action and recruitment and retention of minority students and faculty; sensitivity to gender equity; someone who will encourage and celebrate diversity on campus; someone who has done scholarly research and teaching; who understands the role and responsibility of the land grant institution and its mission to provide services on a state-wide basis.

"I have heard in some of the discussion the tension that exists between the sciences, the humanities, the liberal arts, the fine arts; this was reflected in some of the comments that we've received that emphasize a variety of areas of excellence in the university. I think it's fair to summarize these tensions in the following way. There have been significant developments in the scientific disciplines on this campus, and these have benefited the university. Additionally, the liberal arts, the fine arts, the humanities, and the social sciences have made significant contributions to the body of knowledge and to teaching. In talking about the university, I think it is important to talk about the full breadth and depth of this institution. That needs to be understood and appreciated. I think our expectation is that a person who leads this institution will be able to portray the full breadth and depth of the institution, with all of its disciplines, all of its accomplishments. That is my way of summarizing what I have heard from people in different disciplines who very much want their discipline to be appreciated and recognized. I think it is important for us to recognize there is a wide variety and range in this institution of disciplines and of excellence, and to promote the university with all of its contributions to the state and to higher education.

"Another theme that has emerged is that the person should recognize that a strong athletic program is helpful for a university and that the university has an obligation to its student athletes. That has been happening here on this campus, I am proud to say, and we need to continue the concept that our athletes are students and we have an obligation to see that they finish their education. The theme of interpersonal skills and managing resources well; and someone who will respect traditions but can implement change. At a number of our meetings we've had individuals come to talk to us about the library and its importance. These concerns have stemmed from what has happened, unfortunately, when we had the state cutbacks in the last several years. I know that the library has been impacted as have other programs, not by design or with any great pride, but certainly the library has felt the effect of the cutbacks that we have experienced because of the state situation, and that theme has come forward.

"I think that you can see that many themes have come forward. If you have any other suggestions for what we need to pay attention to, I welcome your comments. Those can be submitted to members of the Search Committee who are on the faculty or to me, and we will be happy to consider them as we begin to look at individuals. You probably want to know when that's going to happen and what the status of the lawsuit is as it related to the ASU search. It has not been decided, but

we did have a hearing a week ago Friday before the Arizona Supreme Court here at the College of Law. Our hope is that we will have at least a preliminary indication in the next couple of weeks, certainly before Thanksgiving. We need to have an indication very badly because that will be the way in which we conduct our meetings when we begin to evaluate nominees. We will, of course, abide by the court decision and work within it, but we need to know soon, and I think the court does understand that we need to know soon. I am hopeful that before Thanksgiving we'll have some indication of that.

"I'd like to talk a little bit about undergraduate education, especially as it relates to some activities within the Council of Presidents related to faculty evaluation. For the last six years, the Board has put a priority on undergraduate education, and we have considered aspects of improving undergraduate education on this campus. There have been many efforts to evaluate teaching, to evaluate the nature of the undergraduate experience, to devise programs that will improve undergraduate education. We know that the key to undergraduate education is the commitment of the faculty, the absolute basis for teaching. I believe that faculty are committed to undergraduate education. Also, we believe that the reward system of the university should reflect this priority: that undergraduate education should be a priority. The Task Force on Excellence, Efficiency and Competitiveness called for greater emphasis on excellence in teaching and advising of undergraduates in faculty evaluations, and the Council of Presidents formed a Tri-University committee. On this campus, Holly Smith and Juan Garcia have developed a proposed amendment to the Board policy. The Board policy currently states that criteria for merit awards must consider teaching effectiveness in addition to research and scholarly growth and professional service and efforts to assist in the achievement of department or university affirmative action goals, and minority student recruitment and retention goals. When teaching effectiveness is evaluated, a systematic assessment of student opinion shall constitute one component of the evaluation. The amendment to this policy includes the language 'academic advising' with the criteria, so we would have teaching effectiveness, academic advising. Discussion has centered around whether or not this addition of academic advising is sufficiently substantive. The new language is making a cycle of review on each campus, and it will be something the Regents will consider in the very near future. The proposal has been reviewed by the chief academic officers group and faculty groups on campus should be having an opportunity to review it, if you have not already done so, in the very near future. In implementing such a policy, I think there is recognition that written policy in and of itself is not sufficient; the policy has to be implemented by department heads, by deans, by vice presidents, and by the president of the institution in a fair and thorough way throughout the university. We have been focusing on undergraduate education, and I think we need to realize that the written language is not sufficient; it's how it's going to be implemented and made into a living procedure that will make the difference.

"I'd like to share some of the goals of the Board that we have set for 1990-91. I'll go through these briefly with you, and will be happy to answer questions about them later. I've spoken about undergraduate education, and that is the number one goal; also, the recognition that we need to work with the State Board of Directors for Community Colleges to improve the articulation efforts of the General Education Requirement and to improve advising of community college transfer students. This is going to become more and more important as the enrollment caps we have talked about for our institutions become a reality because students are going to be more and more shifting to a community college for their first couple of years of post-secondary experience. There is a lot of interest in the legislature in having the transfer from community college to university be

smooth, that students not lose credits in this transfer. There is really no reason why we cannot facilitate a smooth transfer of students. Some of us on the Board believe in what we call the continuum of education, looking at education in Arizona from pre-kindergarten through post-secondary and graduate school. Our ability to make these transfers and shifts in a smooth way is going to make a tremendous difference in our ability to offer a meaningful higher education experience to people in the state. We have, as a state, more people that access higher education opportunities within Arizona than almost any state in the nation. In other words, we don't export as many students as other states do for post-secondary education. I think we have an obligation to those citizens to not provide hassles.

"Another way of improving that process is to develop a computer-based course equivalency guide; that is something that we have asked the legislature to fund for lo these many years and we haven't had it funded by the legislature. We are getting some steps into place where that is going to be a much easier thing to do. We also know that we need a student advising transfer system. Another goal is to strengthen graduate education in research. We have reviewed the organized research component of the state budget request and we are going to continue to review and track that to ensure it stays healthy. The 1991 and 1992 goals will include a component for agricultural research as well, which is of interest here on this campus, I know.

"Another very important goal which we have stressed over the last several years is extending access and improving recruitment and retention of minority students and under-represented students. In December we will be receiving an amplified report on minority students which will talk about the new initiatives that have been put into place over the last couple of years with legislative direction and funding, and also the ongoing efforts which were in place before that--special legislative funding to get a better sense of how we are doing with recruitment and retention of minority students. It is my impression that we have been doing much better with recruitment. We are improving our numbers. Where we need to be directing our efforts now is in the retention aspect of students, making sure these students graduate. We are also, in conjunction with the State Board of Education and the State Board of Directors for Community Colleges, working on promoting access through a cooperative, the Arizona Minority Education Access and Achievement Cooperative. They had a very successful meeting in Phoenix on October 22, very well attended, and a lot of interest in using, again, the three segments of education to work together for a common goal.

"We are committed to enhancing economic development and public service, and to increasing the interaction between the Board of Regents members and legislators regarding higher education issues. We know we have to do this at times when the legislature is not in session. We will have a new legislature in January; we don't know the composition of it yet, but I am sure it will be challenging, because it has been challenging every year. We will make a concerted effort to get our story told in the legislature. In that respect, I think faculty can be very helpful. I think legislators do listen to you, they listen to their constituents, and we need your help.

"We are planning for an enrollment growth again in Arizona. We have not suffered from lack of students. We have been trying to keep up with and provide for the growth that we have had. We've slowed down a little this particular fall, but we have done well in Arizona. We are looking at current and projected enrollment trends as well as evaluating strategies to meet enrollment demands, and the resource needs and potential sources of funds for these various strategies.

"In the area of acquiring and managing resources, we talk about human resources, financial resources and capital resources. In the human resources category, we have a goal to review and evaluate performance of the universities in achieving goals for employees from under-represented groups based on measures that have been proposed by the universities in their diversity plans. And we will be reviewing the reports and recommendations from the Commission on the Status of Women that I talked about earlier. In financial resources, we know we need to enhance financial accountability and strengthen linkages between strategic planning and budgetary processes. We want to look at alternative funding models for universities that allow quality enhancements at our existing campuses. I think this is especially true in the area of capital development. We have relied heavily on bonding within the decade of the eighties, and I think we are beginning to really see the impact. Of course, we have wonderful buildings on this campus and on the other campuses, and we still, by national standards, are short of space. However, we're going to have to look at alternative strategies other than bonding if we are going to meet the capital needs of our institutions. Something that's a lot of concern to me and that we never quite get funded sufficiently by the legislature is the maintenance needed on each campus. There was a formula developed by the legislature; we've never been funded completely in that formula. The major maintenance needs continue to be met by bonding, and I believe that is not an appropriate way to maintain the capital plant that we have. I don't think we should be having to do this by bonding and paying for it over long periods of time with, of course, the interest that attends to that. We need to pay a lot more attention to that.

"Finally, we are looking at enhancing persistent coordination of the governance issues in the Arizona University System, and under those governance issues will be completion of the Presidential search. We're also going to adopt a governance handbook for the Regents, something that we've worked on for a number of years. We will be looking at a handbook that describes the collegial governance system that recognizes institutional autonomy and still recognizes that, as a system, we've got things that we can do together. Also, we are going to reduce and streamline the number of Board reports and policies which we deal with. I'm sure that will come as a great relief when we finally get that accomplished.

"This is what I thought you might want to hear from me. It's a real overview, I recognize, but I'm willing to take questions on these or any other topics."

QUESTION AND ANSWER PERIOD: Senator Jones asked whether the faculty salary survey would include academic professionals. President Capin said the information she has does not specifically delineate that, but her hunch was that it would, since that category has been brought to focus lately. She said she would take note of that to make sure that was the case.

Senator Silverman asked where enrollment capping is now. President Capin said the Regents are still talking about top numbers for the other institutions; ASU's number is still in a state of flux, and NAU has talked about capping at 16,000. Final action has not been taken yet.

Senator Rehm asked about the Board's planned governance document: would it be broad or micromanagement policy? President Capin said she certainly couldn't say it would take a micromanagement approach. She often describes membership on ABOR as similar to walking a tightrope, where a fine and delicate balance must be maintained between policy setting and general interest in the institutions. She said she believes the Board is very sensitive to that issue, and wants to be operating at a policymaking level, entrusting the management of the institu-

tion to its CEO and administrators.

Senator Garcia asked what kind of input the Board is seeking for the governance handbook. President Capin said that they were mainly trying to develop a manual for Board use, and hadn't thought of a formalized procedure for receiving input. She said the flavor of the Board's efforts through the years has been based on then-current Board membership, and there has never been a formalized attempt to reach consensus. Some individuals feel they want to be less involved or more involved. She believed the effort at this time is more directed toward arriving at some kind of consensus among Board members that a certain set of procedures is the most effective way to govern or to interact, or to determine what constitutes adequate background information when the Board is setting policy. She said the Board needs input from many sources prior to setting policy. "Once it's set, then I think we have an obligation to have accountability from the campuses; we may provide oversight depending on what the issue is, but not get into the actual management of the policy."

Senator Ewbank, pursuing further the governance handbook, asked what she saw as the relationship between it and the revision process for Conditions of Faculty Service. President Capin said she believed the Board is comfortable with the process at this stage, and it was her impression that a good process is in place with in-depth review on each campus, and the Tri-University committee effort. She added that the process seems to have credibility with faculty, contrasting with the last time revisions were done in which there were top-down decisions, and not as much opportunity for input from the faculty itself. She said she seems to be hearing from faculty that the process is allowing for adequate input and discussion on revisions, and if that is true, she would be comfortable with that. She said she has seen the report of the Faculty Governance Committee, and has read the recommendations which she found to be full and complete, envisioning a participating faculty in many areas of the university, an opportunity for faculty to learn and be involved in the decisions of the institution, and she found them to be significant recommendations which she will be following closely.

Senator Goetinck commented that President Capin had mentioned the impact on the Library of continued cutbacks in funding, and asked if the Regents could devise a way to shield the acquisitions department from cuts. President Capin said she believed such action would fall within the area of micromanaging. Because there are no lines in the budget request for library acquisitions specifically, the Board has consistently asked for high percentages of increase, which have not been met. She said the Board recognizes that the needs of the Library have not been met by the state, but she saw shielding acquisitions as a campus issue. "I feel saddened by the impact that these budget cuts have had on the Library which is, as many have described, one of the heartbeats of the institution."

Senator Jones said he would be interested in knowing how President Capin felt about the mission statements, particularly whether she feels they are sufficiently defined so that, given the limited resources the state has provided to higher education, the Regents can make appropriate distinctions as funding requests are made to the legislature. President Capin said that the mission statements reviewed during the last summer were the most intricate of any she had seen. "But it has, for some of us, lacked definition between institutions in some of the ways we had hoped for more definition. What I think this is a reflection of is the direction in which all of the institutions are going in Arizona, which is to increase in size and program to meet the needs of those who are attending, and probably an awareness that because we have only three institutions in Arizona, each of these needs to be as complete and as broad

based as possible. My own sense of the mission statements is they are a broad-based blueprint providing for flexibility. The institution itself can work within that blueprint to develop the areas of excellence. I think that's the way it needs to be. And because they are broad based they may lead to speaking about generalities rather than specificities. When we get into specifics, we get into limitations, and I would not like to see mission statements which are narrow. I would much prefer to have a broad-based, flexible kind of document and allow the institution to work within that area than to have limitations. You might be speaking about that lack of specificity between institutions."

Senator Larson noted that the University has been promoting the growth of external funding, while the State has been providing meager budgets. He asked if the Regents foresee demands on the faculty to generate their own funds for scholarship activities. President Capin: "If present trends continue, yes, I do. The focus in education that I see is toward K-12. That's where a lot of the business community is focusing, and it is true that unless we have a strong K-12 system, we will not have a strong university system either. We need to continue to be advocates for higher education in the state, but I think that faculty are going to have to be mindful of this, and to be aware of whatever opportunities there are for outside funding and take advantage of those."

Dr. Cox thanked Regent Capin for sharing her time with the Senate, and said the members of the faculty and of the Senate appreciated all the Regents' efforts.

APPROVAL OF MINUTES: The Minutes of October 1, 1990 were approved as distributed.

REPORT FROM THE PRESIDENT OF THE UNIVERSITY: President Koffler said that because of the time and remaining agenda items, he would forego his report.

REPORT FROM THE PROVOST OF THE UNIVERSITY: Provost Cole reported he would also forego his report.

REPORT FROM THE PRESIDING OFFICER OF THE SENATE: Dr. Cox thanked those who had offered assistance during the past week, and reported she is on the mend. She noted that the Senate had originally planned a joint meeting with members of the General Faculty this afternoon to review changes to Constitution and Bylaws, but in view of additional material on today's agenda that might impact on those documents, the Senate Executive Committee decided to postpone the meeting until December.

At its last meeting the Senate Executive Committee made a decision to initiate distribution of the shortened version of Senate Minutes to the General Faculty, beginning with the November Minutes. She said Faculty Senators will continue to receive the full set, and they will be available on the University's telecommunications conferencing system. The committee examined several issues, including cost, and the action seemed important.

Dr. Cox said she has been working on appointment of the Ad Hoc Library Committee; it is nearly complete, and she plans to report in full at the December meeting.

Dr. Cox reported that the Senate Executive Committee received a request from the University of Arizona Retirees Association that they be permitted to address the Senate when a relevant item is on the agenda. The committee agreed it would be appropriate to send agenda materials to the Retirees Association's representative, Dr. Herbert Abrams. She said she had agreed to serve informally as the Senate liaison to the Retirees Association.

Dr. Cox asked Senators to consider whether they would be willing to set aside a portion of each Senate meeting to provide an opportunity for Senators and members of the General Faculty who so desire to discuss issues they consider important, not necessarily for a vote, something comparable to an open forum. She said there are many people interested in such an open session, to make statements or address issues, some of which could result in agenda items. Dr. Cox said she would pursue this topic further at another meeting.

REPORT FROM THE CHAIRMAN OF THE FACULTY: Senator Rehm reported that the Board of Regents will have their November meeting on the UA campus, as will the Arizona Faculties Council. If faculty have items they would like to have discussed, they could phone Senators Jones or Zwolinski or himself.

Senator Rehm noted that several years ago the Constitution and Bylaws were changed so that an annual census would be compiled and distributed, and the 1990 version had just been issued. He said updating and corrections have been requested, and if Senators see the list for their unit posted and discover errors or omissions, they may be reported to the Faculty Center.

Senator Rehm said that the Committee on Committees has its annual survey underway, and it is a way faculty can indicate their areas of interest and expertise to serve in faculty governance. One item calls for interest in Senate membership, and he asked that if At-Large Senators are not planning to run for re-election, they encourage their colleagues to fill in that section.

Market adjustment policies for each college have been transmitted to the Faculty Center as well as Special Collections in the Main Library, and are available in both locations if faculty wish to review them.

He reported that the Librarian Search Committee has submitted its recommendations to the Provost.

Senator Rehm reported that reservations are being accepted now for cap and gown rentals for December Commencement. If faculty have outstanding undergraduate or graduate students who will be completing in December, their attendance at the ceremony, in cap and gown, is an appropriate way to demonstrate recognition of their students' accomplishments, and he urged faculty to join him.

REPORT FROM THE SECRETARY OF THE FACULTY: No report.

REPORT FROM THE PRESIDENT OF ASUA: Senator Avery reported that Arizona Students Association will run carpools back and forth to the polls all day. A station wagon, courtesy of Physical Resources Garage, with a sign reading "ASA: Students Are Voting Everywhere '90" will pick up passengers in front of Old Main, take them to precinct voting locations, wait for them, and return them to campus. He invited faculty to contact him regarding participation in Homecoming Week activities, judging floats or other items. He also invited faculty, student or staff participation at the monthly Presidential Forum on November 6. Moderated by President Koffler and Senator Avery, with no agenda, they accept all questions.

QUESTION AND ANSWER PERIOD: Senator Garcia asked Senator Rehm if he was aware of the revisions to performance evaluation touched on by President Capin. Senator Rehm said he was not, but he would look into it.

REPORT FROM THE ACADEMIC PERSONNEL POLICY COMMITTEE: Senator Ewbank reported that the committee has requested policy statements concerning annual peer review

from each dean, and most have been received. The committee will review those statements for consistency. Other committee activity is represented by three items on today's agenda.

REPORT FROM THE BUDGET AND STRATEGIC PLANNING POLICY COMMITTEE: Senator Roemer reported the committee has recently met with the Provost, the Vice-Provost, and the financial consultant engaged by the Board of Regents to look into the background and problems related to budget reallocation.

With respect to market salary adjustments, the committee received copies of college guidelines. Concerning supplementary retention agreement funds, the committee has been unable to ascertain whether those funds have reached the affected departments, a question of some significance because the amounts available on the average, per individual, differ substantially between retention agreement and the general market adjustments. As reported at the October meeting, \$320,000 is involved in retention agreements; with the number of individuals involved that figures out to about \$10,000 per person, she said. The general market adjustments, something over \$2.3 million, will not be distributed equally to all, but that sum divided by 2,000 equals about \$1,000. She said the committee has some concern that the way to get meaningful salary adjustment is to get an offer from another institution.

Senator Roemer said the committee plans to assess the outcome of the market adjustment process, either by hearings or questionnaire, and to eventually make recommendations for the future. She said there were substantial differences between the Regents' guidelines, adopted in September, this institution's draft guidelines and those adopted after ABOR action. College guidelines were adopted as late as October, and it was evident that preliminary lists of salary allocations to individuals were drafted before adoption of final guidelines. Senator Roemer said the committee does not know whether the full impact of these late revisions, or their fairness with respect to similarly situated individuals, has been entirely in line, but it is aware that the market demand is based primarily on published research and the outside reputation, so that comparatively little weight is given to teaching effectiveness and service, and is further aware that "there are many good servants in this institution who are suffering rather severely from salary compression, and so far are not getting much relief. The committee has concern that the process, in the future, can somehow be made more sensitive to some of these essentials within the institution." She noted that there is a thirty-day interval from time of implementation to appeal; appeals may only be based on procedural grounds, and go up only one layer from the local administrator.

Senator Roemer reported the committee has been informed that the Provost's office plans to publish the mission statement and the five-year strategic plan as an insert in an issue of *Lo Que Pasa* in December. The committee had commented in its annual report in September that the Regents adopted both documents in July, even though no faculty group had officially endorsed either of them. She said many members of the campus community have never seen either document. However, Pima Community College published in a Tucson newspaper in mid-October their mission statement which was finalized in September.

REPORT FROM THE INSTRUCTION & CURRICULUM POLICY COMMITTEE: Senator Mitchell said the committee has reviewed the data from the Spring survey of faculty regarding teaching services, as well as the draft of the narrative summary, prepared by the 1989-90 chair, Senator Aleamoni. Committee comments were incorporated in the final version of the report, and will be placed on the Senate's next agenda.

REPORT FROM THE RESEARCH POLICY COMMITTEE: Senator Larson reported the committee has reviewed the most recent draft of the Intellectual Property Policy and submitted comments to the Vice President for Research. The committee also discussed upcoming issues such as the Conflict of Interest Policy and the lack of committee interaction with the Technology Transfer Committee, and the new Committee on Evaluating Overhead Cost Factors and Policies. Subsequent to that, and a conversation with Vice President Cusanovich, he was appointed to the latter committee, and will initiate communication with the Director of Technology Transfer.

REPORT FROM THE STUDENT AFFAIRS POLICY COMMITTEE: Senator Enos said the committee has drafted a questionnaire on academic advising and sent it for comments and suggestions to Deans Krager and Tronsdal and Vice President Fernandez. Their comments and suggestions are now being reviewed. At its next meeting, the committee hopes to reach consensus on form and content of the questionnaire soon so that it can be mailed to faculty, department heads and deans.

QUESTION AND ANSWER PERIOD: Senator Silverman suggested to Senator Roemer that in the committee's proposed survey concerning market adjustment that it might also be a good idea to obtain some data, totals only, on the appeal procedure: how many people appealed, what happened, and were the adjustments changed.

Senator Garcia asked that, in connection with the new, shortened version of the reporting procedures for this meeting, the condensed Minutes include the intent of Senator Roemer's remarks, which he believed to be pertinent to the faculty as a whole, and not just to the Senate.

APPROVAL OF CURRICULAR MATERIAL: Approval of Curriculum Bulletin, Vol. 13, No. 13, Section I was moved (motion 90/91-18), seconded, and unanimously approved on a voice vote. Approval of Section IV was moved (motion 90/91-19), seconded, and unanimously approved on a voice vote.

APPROVAL OF DEGREE RECIPIENTS, AUGUST 1990 COMMENCEMENT: Senator Garcia noted that the size of the degree list was overwhelming. Senator Jones noted that the summary on the top page indicated a "College" of Family and Consumer Resources, and should be changed to read "School." Dr. Cox said she would see that change is made. Approval of the list was then moved (motion 90/91-20), seconded and unanimously approved on a voice vote.

PROMOTION AND TENURE/PROMOTION AND CONTINUING STATUS REPORT: Senator Ewbank submitted a seconded motion (90/91-21) from the Academic Personnel Policy Committee a recommendation that the Senate receive the Promotion and Tenure/Promotion and Continuing Status Report for 1986-87 through 1990-91 as provided by the Office of the Provost. The motion was approved unanimously on a voice vote.

APPROVAL IN PRINCIPLE OF FACULTY GOVERNANCE COMMITTEE RECOMMENDATIONS AND TRANSMITTAL TO ACADEMIC PERSONNEL POLICY COMMITTEE: Senator Rehm said the Faculty Governance Committee had developed nine recommendations; six of those recommendations were being submitted for Senate ratification, and if approved, the Presiding Officer of the Senate would transmit the recommendations to the central administration:

1. That deans, department heads, faculty status committees, and particularly faculty peers be made fully aware of the importance of faculty governance service in the evaluation of a faculty member's contributions and responsibilities to the teaching, research and SERVICE mission of The University. The service contribution of faculty in faculty governance must be a recog-

nized and rewarded component in a department's bylaws as well as in its annual evaluation and promotion and tenure criteria. A few critical committees may require release time for their members and certainly for their chairpersons.

2. That the Chair of the Faculty be a regular member of the President's Council, and the Secretary of the Faculty be a member of the Dean's Council.
3. That the existing Senate standing Committee on Budget and Strategic Planning Policy be given a strong and responsible role in evaluating and formulating the direction, goals and scope of where The University is heading for the future. In addition, this Committee should become heavily involved in decisions leading to the allocation of University resources, particularly those associated with new and continuing projects supported by local funds. Also department and college Bylaws should include a budget and planning function with very significant faculty involvement.
4. That each academic unit prepare through their faculty their own set of operational Bylaws. These Bylaws are to include items such as: procedures for handling annual evaluations, promotion and tenure, planning for resource allocation, mission and goals, departmental emphasis, and unit membership. A copy of the unit's Bylaws is to be provided to each member of the unit, as well as to the Faculty Center, the College, and the Provost's Office.
5. That all existing and future procedures detailed in Departmental and College Bylaws, the Constitution and Bylaws of The University of Arizona Faculty, the University Handbook for Appointed Personnel, The Code of Conduct, the Regent's Conditions of Faculty Service, etc., be thoroughly implemented and followed with due accountability being made for the actions of all parties, particularly stressing the importance and responsibilities of department heads and deans to their faculty. Although these procedures have been in existence for some time, much stronger monitoring by the Provost's office is called for to see that they are properly implemented and followed.
6. That the administration increase its reliance on the Faculty Governance structure, and the Committee on Committees in particular, in asking for names of individuals to serve on all higher administrator search and selection committees and on all ad hoc committees which impact on faculty and students.

Senator Salomon said he wondered why any reference to decision-making power of the Senate itself was omitted, and if this topic could possibly be discussed in the future. Senator Rehm said that topic had not been brought up at Faculty Governance Committee meetings, but the Regents Policy Manual indicates all activities on a campus are under the responsibility and authority of the President of the University. He noted the importance of item 4, and added that neither this body nor any other committee on campus is in a position to make decisions for which the President would not be supportive. Senator Ewbank read sections from the Preamble to the Conditions of Faculty Service related to shared responsibilities of the faculty in governance and administration of the University, and suggested that perhaps "we would not be in discord with that" if more responsibility was vested in the Senate. Senator Rehm said item 4 of the recommendations will hopefully address that issue.

Concerning item 4, Senator Silverman said the Committee of Eleven has been inter-

ested in acquiring copies of departmental and college bylaws, and Provost Cole graciously provided copies of material he had on file. Senator Silverman said the committee was shocked to learn that only approximately twenty units on campus had bylaws of any kind. He said he supported Senator Rehm's comment that item 4 is a very important issue: to have faculty governance, you have to start with a set of rules so people will know which committees exist, know what concerns the department faculty through meetings. "If you don't have some rules that govern then you're probably not going to have much governance. I want to emphasize that." Secondly, he said, the Committee of Eleven is, this year, dealing with the question of faculty governance, and is working on some position papers for campus discussion and input. The first will deal with departmental and college governance structure, and it is planned to place it in Lo Que Pasa and to distribute it to deans, directors and department heads, hopefully to be shared with faculty.

Senator Witte said she wondered, in view of these comments, whether it wouldn't be wiser to refer this item to the Academic Personnel Policy Committee (APPC), which she believed would be the appropriate committee to consider it, and review their findings, and she so moved (motion 90/91-22). Senator Rehm asked if APPC is doing something along this line. Senator Ewbank said APPC looked at the recommendations, thought they were good ideas, and prepared to vote for their adoption. Senator Witte's motion was then seconded. After further discussion by several parties, Senator Witte agreed to Senator Silverman's and Senator Garcia's suggestions that, if there appears to be agreement now, that the vote be taken to indicate approval in principle and the six recommendations forwarded to APPC to investigate implementation. The vote was called, and the revised motion was approved unanimously on a voice vote.

REFERRAL BACK TO COMMITTEE OF PROPOSED BYLAWS CHANGES TO BRING THEM INTO COMPLIANCE WITH REVISED ABOR CONDITIONS OF FACULTY SERVICE: Senator Ewbank said he was bringing as a seconded motion from the Academic Personnel Policy Committee five changes to the Bylaws, in compliance with revisions to Conditions of Service, for submission by mail ballot to members of the General Faculty.

Senator Jones asked if revisions to Conditions of Faculty Service been accepted yet. Senator Ewbank said they have not formally been adopted yet, but the committee has found nothing crucial contained in them; the proposals submitted to the Senate today are to adapt our Bylaws to provisions long standing, and do not hinge on the acceptance of Conditions of Service.

Senator Hetrick asked about change #5:

[Current Bylaws, p. B-12, Subsection 6.g.(ix)]: "The faculty/academic professional member has a right to a record of the hearing at no cost." Proposed ABOR-PM, 6-201, p. 29, K.h.(2). "...shall be transcribed upon the request of any party at that party's own cost." APPC Explanation: The shift in language might suggest a contradiction, which careful reading will resolve. CAFT five-member panels routinely request transcription of hearings, which are made at University expense; copies are provided to complainant/complainee without cost. A "record" must be made, in any event, and either party may simply copy the tape at cost only of the tapes. There is no real conflict between these provisions as currently stated. One added note: When transposing the wording of the Faculty Senate Minutes, p. 89/90-86, on the last line of that page (Bylaws, Article V, Section 1.g.) the

phrase "...prior to their presentation to the General Faculty." should be deleted. Honorary degree nominations are not now being presented to the General Faculty after approval by the Faculty Senate.

He said that despite the explanation about the apparent contradiction, he still saw a contradiction between "record of the hearing at no cost" and "at that party's own cost." Senator Ewbank said the words appear to be a contradiction, but the way the practice is currently implemented, the Faculty Center provides transcripts at the request of the Committee on Academic Freedom and Tenure, thus absorbing the cost. Senator Hetrick said his concern is that, while present procedure is permissive, if the Faculty Center experienced significant budget cuts, the convenience might well disappear and this change in wording would endorse that. Senator Garcia agreed that could be a possibility, and in that case the cost of transcription would increase dramatically, but on the other hand then the institution would no longer be doing that for the committee, and no one would have a record.

Senator Ewbank said he had one further comment. The provision is currently being honored by providing access to the transcription, which is a record of the hearing, at no cost, but barring this process, the expense of copies of the tapes themselves would be minimal. And if transcription was desired, the complainant could make it him/herself. At least the tape would be made available at no cost. Senator Goetinck said he had some difficulty with the wording "at the party's own cost." He said it seemed to him that the party, who is a taxpayer, also has to provide for the expenses of the University. In other words, the party pays twice. Senator Mautner said it appeared to him that Senator Ewbank's explanation is sufficiently clear, but perhaps should be slightly reworded. Senator Silverman said some provision should be made for the future, and if at least the tape is provided from which a copy can be made, that should be written down somewhere.

Senator Silverman then asked about Change #1:

Current Bylaws, p. B-10, Subsection 6.f. (v.) "Each party shall have the right to be represented by counsel or other advisor." Proposed ABOR-PM, 6-201, p. 28, Section K.4.g.(1) "At the party's own cost, to be accompanied by an advisor who may consult with and advise the party but shall not otherwise participate." APPC Recommendation: The Bylaw should be amended by replacing "represented" with "accompanied". Because the procedures set forth in the Bylaws may apply to actions other than those provided for in ABOR 6-201 (complaints by one faculty member against another on grounds other than discrimination or dismissal such as failure to follow proper procedure) it is not necessary to prohibit participation by counsel or advisors in all cases.

He said this change appears to mean that both the complainant and the party complained against would have to represent their own interests, and a representative or lawyer could not participate in the hearing. He asked if APPC felt that was a good idea. Senator Ewbank said that, speaking as an individual rather than as Chair of APPC, he had observed Committee on Academic Freedom and Tenure hearings over a period of ten years, during a period when attorneys were speaking both for the university and the complainant. He said the more recent practice of admitting a faculty member as advisor without vocal participation resulted in more satisfactory and smoothly run hearing procedures.

Senator Mautner asked if Senator Ewbank would accept editorial comments at some later point. Senator Ewbank responded that he would be most willing.

Senator Hetrick asked what a yes vote would mean. Senator Ewbank responded that the way Bylaws amendments are brought to a mail ballot of the General Faculty is through approval by the Senate or by petition signed by 100 members of the General Faculty, so a yes vote would clear the way for a mail ballot. Senator Garcia said it seemed to him that a phrase such as "copies of tapes will be made available" would indicate that access would be available at the cost of reproduction only, and if it could be left to Senator Ewbank to formulate such a phrase, the provision could be adopted. Senator Ewbank indicated his approval.

Dr. Cox noted the Senate is voting on something with a strong potential to become a Bylaw, and she wanted to ensure that any areas of confusion were clarified before proceeding to a vote. She said there are several options open to the Senate, including not acting today on this issue. She asked the Senate what it wished to do. Senator Silverman asked if there was a time constraint. Both Dr. Cox and Senator Rehm indicated that was not a problem. Senator Silverman agreed that this one point is important, and revised wording should be obtained.

Senator Witte asked for further discussion on the concept of faculty advocate. Senator Ewbank responded that the proposed statement does not specify that the advocate may not be an attorney; the primary question is whether that individual may participate in the hearings. Senator Witte wondered why action was taken to not allow participation. Senator Ewbank said APPC suggests that the words "represented" by counsel or other advisor be replaced by the word "accompanied", and our Bylaws not specify the opportunity to either participate or not, but state simply that the individual could be accompanied; "then if the CAFT panel agreed to prevent a statement by the advisor or counsel, that would be a possibility, unless it were in direct contravention of the Conditions of Service, the Board policy which says that the attorney cannot participate." He said there are some hearings conducted by CAFT which are beyond those specified within the present version of the Conditions of Faculty Service; complaints about internal university procedures are dealt with by CAFT but are not mandated by the policies of the Board.

Senator Hetrick: "I think the simplest procedure at this point is to simply move that this be referred back to the committee that brought it."

Dr. Cox said that, with the permission of the Senate, she would like to defer action on this particular report at this time, and send it back to the committee and ask them to report back at the December meeting, in view of the remaining items on the agenda.

FACULTY GOVERNANCE COMMITTEE RECOMMENDATIONS CONCERNING CONSTITUTION AND BYLAWS: REFERRED TO ACADEMIC PERSONNEL POLICY COMMITTEE: Senator Rehm said the Faculty Governance Committee was submitting to the Senate three items for change to the Constitution and Bylaws, which would require approval of the Faculty Senate to bring them to the General Faculty. He said items 1 and 3 were Bylaws changes, and item 2 was a Constitution change:

1. That the Faculty Senate be reconstituted such that EACH academic unit of The University of Arizona have a Senator to represent the unit. Each of these individual Senators would be elected by the members of their

respective academic unit. Each Senator would have the responsibility of keeping their unit apprised of Senate actions and of bringing their unit's concerns to the Senate. A limited number of administrators and students would also be members of the Senate. Service as the unit's Senator would release that individual from other departmental service obligations when approved by the unit's membership. An 'academic unit' is a unit where appointed personnel have 'home' appointments, eg., the History and Anatomy Departments, being 'homes' would be academic units, but the Biomedical Engineering Program and none of the 'Studies' programs would be home units and therefore would not have a Senator.

2. That the Chair of the Faculty automatically be the presiding officer of the Faculty Senate.
3. That the Faculty Senate establish a standing faculty Committee on Facilities Planning to work with campus and building planners to see that faculty concerns are included in such planning. Effective planning done by faculty is needed to respond to educational needs, not those needs perceived by architects or those needs that appear to be dictated by public relations pressure.

Senator Rehm said item 1 would provide for representation from each academic unit on campus on the Faculty Senate. He said he had counted 102 academic units on campus, which would increase the Senate by approximately twenty members. The chief benefit would be that each academic unit would have its own Senate representative, providing an opportunity for information exchange, and mandating specific responsibilities on the Senators themselves. He called for discussion.

Senator Sander noted that a number of the General Faculty are members of the Cooperative Extension Service, which is not an academic unit per se, and consequently would not be represented in the Faculty Senate. He suggested a better identification of units so as to avoid exclusion. Senator Rehm said Cooperative Extension was not excluded from his list. Senator Sander asked if Cooperative Extension would then have one representative from each county, and Senator Rehm responded that one individual would represent the entire unit. Senator Garcia asked how academic unit was defined. Senator Rehm responded: "One that carries out academic duties and responsibilities to the citizenship of the State." Senator Roemer asked how many members of the General Faculty there are in both the largest and smallest units. Senator Rehm said he did not have that immediately available, but some of the largest might have forty or fifty, while smaller units might have five or six.

Senator Silverman said he wasn't trying to cut off discussion, but in view of the many issues that must be discussed, he would move this proposal be referred to APPC, and that committee report back to the Senate with recommendations. He noted that last spring the Senate had taken action to change the composition of the Senate, and he wondered those changes would interact with this proposal; he also suggested that the term academic unit should be defined. He didn't believe these issues could be resolved at 5:00 p.m. Senator Silverman's motion to refer (90/91-24) was seconded.

Senator Hetrick said he would suggest that the Senate Executive Committee would be the appropriate committee to review this issue. Senator Witte said she would speak in favor of the motion because she believed APPC is the appropriate commit-

tee. She said the other eight items brought forth by the Faculty Governance Committee are harmless, but she views item 1 in this group as dangerous and unworkable. A voice vote on the motion to refer the matter to the Academic Personnel Policy Committee indicated approval.

APPROVAL OF MOTION TO MOVE DISCUSSION CONCERNING GUIDELINES FOR REVIEW OF DEANS AND DEPARTMENT HEADS TO DECEMBER MEETING: Senator Goetinck moved for postponement of agenda item 15, discussion concerning Guidelines for Review of Deans, Directors and Department Heads, until the December meeting. He suggested the Senate then proceed immediately to item 16. Senator Rehm said he agreed with the suggestion, but wanted to note the changes should be made in reference to the University Handbook for Appointed Personnel, rather than to the document presented. Senator Goetinck's motion, 90/91-25, was then unanimously approved.

APPROVAL OF RESOLUTION CONCERNING PROPOSITION 302, MARTIN LUTHER KING, JR. HOLIDAY: Senator Garcia moved adoption (motion 90/91-26), that motion was seconded, and a voice vote indicated unanimous approval, as follows:

RESOLUTION SUPPORTING PROPOSITION 302
TO ESTABLISH A MARTIN LUTHER KING, JR./CIVIL RIGHTS
PAID HOLIDAY FOR ARIZONA STATE EMPLOYEES

WHEREAS, it is fitting and proper that the citizens of the State of Arizona recognize and honor the advancement of civil rights and the part played in this great struggle by Dr. Martin Luther King, Jr.; and

WHEREAS, the Federal Government and 47 sister states have already recognized the third Monday of January as an official holiday;

NOW, THEREFORE, IT IS HEREBY recommended that the citizens of the State of Arizona vote for a paid state holiday on the third Monday of January of each year to be hereafter known as MARTIN LUTHER KING, JR./CIVIL RIGHTS DAY; and

IT IS FURTHER RECOMMENDED that this holiday be adopted without condition or relinquishment of any other state holidays through the passage of Proposition 302.

The meeting adjourned at 5:05 p.m.

Respectfully submitted,

Ford N. Burkhardt, Secretary

MOTIONS APPROVED AT MEETING

- 90/91-18 Approval of Curriculum Bulletin, Vol. 13, No. 13, Section I.
- 90/91-19 Approval of Curriculum Bulletin, Vol. 13, No. 13, Section IV.
- 90/91-20 Approval of degree recipients, August 1990 Commencement.
- 90/91-21 Acceptance of 1986/87-1990/91 Promotion/Tenure/Continuing Status Report.
- 90/91-22 Approval in principle of six Faculty Governance Committee recommendations and their transmittal to Academic Personnel Policy Committee for implementation.
- 90/91-23 Bylaws changes, to bring them into compliance with ABOR Conditions of Faculty Service: returned to Academic Personnel Policy Committee for further work.
- 90/91-24 Faculty Governance Committee recommendations concerning Constitution and Bylaws: referred to Academic Personnel Policy Committee.
- 90/91-25 Discussion on revisions to Guidelines for Review of Deans, Directors and Department Heads: postponed until December 1990 Senate meeting.
- 90/91-26 Approval of resolution in support of Martin Luther King, Jr. Holiday.