

MINUTES
FACULTY SENATE
October 3, 2016

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1. CALL TO ORDER

The meeting was called to order by Vice Chair of the Faculty Michael Brewer at 3:01 p.m. in the Old Main Silver and Sage Room.

Present: Senators Abraham, Bell, Benson, Brewer, Conway, Cook, Cuillier, Duran, Eden, Field, Fountain, Ghosh, Hart, Hazen, Hildebrand, Hingle, Hurh, Hymel, Labate, Leafgren, Lee, Le Hir, Lin, McLain, Meixner, Miller, Myrdal, Nadel, Neumann, Ohala, Paiewonsky, Pau, Pietz, Pitkin, Ray, Richardson, Schon, Slepian, Smith, Story, Trevisani (for Finnegan), Udeozor, A. Vaillancourt, M. Witte, R. Witte, Wright, Yeager and Ylimaki.

Absent: Senators Aleamoni, Armstrong, Brennan, Colina, Comrie, Dahlgran, Driscoll, Fink, Finnegan, Galilee-Belfer, Guertin, Hammer, Johnson, Jull, Martin, O’Keeffe, Ritter, Russell, Schwartz, Sears, and Spece,

2. APPROVAL OF THE MINUTES OF SEPTEMBER 12, 2016

The minutes of September 12, 2016 were approved.

3. REPORT FROM THE FACULTY OFFICERS – CHAIR OF THE FACULTY LYNN NADEL

Brewer reported that the special University election is underway for the Constitution and Bylaws changes and urged Senators to please remember to vote. Nadel reported that the first meeting of the Presidential Search Committee will take place sometime in the following week. The five-year review committees for Senior Vice Provost, Gail Burd, and Vice Provost, Tom Miller are in the process of being organized. A survey went out to gather names of people who are interested in serving on those committees and eight names were forwarded to Provost Comrie for consideration. The ABOR meeting will be held at the UA on November 17-18, 2016 and the Faculty Officers will be hosting the annual Breakfast with The Regents. Presenters at the breakfast will speak to how a variety of research impacts human success. Chair Nadel and Vice Chair Brewer will be attending the upcoming PAC 12 Academic Leadership Coalition Conference at the University of Colorado, Boulder from October 28-30, 2016 and meeting with the leaders of the PAC 12 schools’ Senates. The PAC 12 Senate leaders share interests regarding nontenure track faculty issues, faculty governance across campuses, and athletics, among others. Brewer has been working on an interactive dashboard for the General Faculty census. The Student Affairs Policy Committee is looking at implementing a resolution or anew policy concerning student course materials, specifically, textbook adoption, in order to lower costs on textbooks for students.

4. QUESTIONS FOR ASUA, GPSC AND APAC

Brewer directed his question to Senator Vaillancourt regarding the APAC report, concerning an update on the unification of the Appointed Professionals and Classified Staff job descriptions. Vaillancourt replied that the project was postponed due to the Fair Labor Standards Act and will resume shortly. Human Resources will have more information to report in approximately one year. Senator Richardson asked GPSC about its plans for involvement with the group that calls itself “marginalized students” on both the undergraduate and graduate levels. Senator Udeozor responded that attempts are being made with how GPSC can help with the students’ concerns. ASUA Representative Trevisani, who was substituting for Senator Finnegan, added that Kenzie Bevington, ASUA Diversity Director, is a member of the Marginalized Students of the UA. Trevisani has attended two meetings and ASUA is actively listening and working to diversify student government. Last year, only six colleges out of seventeen volunteered candidates, and if each college had multiple representatives, it would, in turn, better represent the student body.

5. REPORT FROM THE PROVOST – PROVOST ANDREW COMRIE

Provost Comrie was absent.

6. REPORT FROM THE PRESIDENT – PRESIDENT ANN WEAVER HART

Hart reported on the expansion of the USS Arizona Memorial at the UA and the UA’s excitement to that effect. Before the start of World War II, Old Main had been scheduled for demolition during the late 1930’s, but in light of the Japanese attack on Pearl Harbor on December 7, 1941, Tucson was designated a place the Navy could use that was far enough away from the coast and considered inconspicuous. The Old Main Building was partially restored at that time and put to use by the U.S. Navy. The 75th anniversary of the attack will occur this year, and the new memorial expansion will honor the 1,177 sailors and marines that died serving on that ship. All monies used for the project were privately funded donations. The November ABOR meeting hosted at the UA will include the operation

and financial review adopted with the implementation of *Never Settle*. A detailed financial report will be available online in the near future. The UA will provide an update on the Strategic Plan, activities completed and activities the UA is still pursuing. An interactive, conversation-based format will be introduced to the Regents to more formally explain the UA's news and updates.

7. QUESTION AND ANSWER FOR PRESIDENT, PROVOST, FACULTY OFFICERS REPORTS

Senator Ghosh asked Nadel how many faculty will be part of the Presidential Search Committee. Nadel responded that there are two faculty members on the search committee, which is twice as many as the previous search. School of Law Dean/Senator Miller is on the search committee, UA Athletics Director, Greg Byrne, as well as Dean of Students Kendal Washington White. Approximately seven or eight people from the University campus are included, because, according to Nadel, the Regents would like to gain more UA campus involvement with the upcoming Presidential Search. Depending on the candidates, the search may not be closed as in past years. Nadel would like suggestions from campus constituencies on what topics or issues should be brought to the search committee's attention. Senator Duran asked Hart if ABOR approved the state budget request for the resident student funding model. Hart responded that the dollar amount is always negotiated, and this year's request is the same request as last year's, but in addition, a timeline was proposed for the full implementation of the 50/50 funding model. The proposed request is designed to be distributed at \$78M per year, plus growth in enrollment for three years, to reach the 50/50 funding. The model is based on enrollment growth for the average cost of an in-state undergraduate degree. Nadel asked Hart about the likelihood of the legislature's acceptance of the request and what the state's economy looks like. Hart responded that the economy is good for Arizona, and if the legislature chooses to adopt the Achieve60AZ Plan, there isn't any reason that Plan goal cannot be achieved. The proposition that funded the Technology Research Initiative Fund (TRIF) will be disappearing in four to five years, and prudent planning ahead by the legislature will be necessary if they would like to see goals reached.

8. ACTION ITEM: CONSENT AGENDA – EXECUTIVE SUMMARY OF THE BACHELOR OF ARTS DEGREE IN WORLD LITERATURE - POSTPONED

Brewer announced that the Bachelor of Arts degree in World Literature would be postponed until the November Senate meeting. Senior Vice Provost Gail Burd asked for an explanation, and Brewer explained that he had received an email from Humanities Associate Dean, Kimberly Jones, making the request to move it to the November Senate agenda.

9. OPEN SESSION: STATEMENTS AT THE PODIUM ON ANY TOPIC, LIMITED TO TWO MINUTES. MAXIMUM NUMBER OF SPEAKERS IS FOUR. NO DISCUSSION IS PERMITTED, AND NO VOTES WILL BE TAKEN. 8 MINUTES OR LESS.

Senator M. Witte addressed the Senate regarding issues she has previously brought up in Senate, most recently recorded in the January 2016 minutes. Witte referred to the parallel universe in the central office of the Vice President for Research and Discovery, where discretion substitutes for direct faculty participation with existing University committees, namely the Research Policy Committee (RPC) and University Committee on Ethics and Commitment (UCEC). Witte has served on the RPC for many years and the committee in past years has been active creating and vetting policies the UA currently enforces, but there has been no such activity within the last few years. The committee met once in the last two years and has never met again. Issues currently unaddressed are the discontinuance of the undergraduate program, the offenders on the 'No Fly List', lack of transparency of revenue streams, and the cluster hires. Two issues are imminent and relate to faculty participation: 1) Space allocation and space metrics in new buildings. Faculty are being evicted from existing buildings due to the building of the new hospital and provisions for relocation have not involved any faculty participation. 2) Service boards being created around campus, where major shared equipment is being converted to cost centers run by technicians. Witte asks that the RPC meet regularly and the Senior Vice President for Research and Discovery be an *ex officio* member of Faculty Senate, and that forty minutes of discussion be devoted to research at a Faculty Senate meeting, because it is central to the campus climate for faculty. Many faculty have called the aforementioned issues "water under the bridge" because there is no faculty involvement in the decision-making process. Witte stressed the importance of faculty gaining back control over the research enterprise.

Senator Duran addressed the Senate regarding food insecurity on campus and his advocacy for the UA Campus Pantry. The mission of the UA Campus Pantry is to alleviate hunger in the UA Wildcat community by providing food assistance to those in need. UA Campus Pantry was first chartered in the spring of 2012, involving a small group of student volunteers with a passion for serving the University of Arizona students and staff members. Furthermore, the UA Campus Pantry is committed to helping students who suffer from food insecurity, gain access to the numerous resources that have been accumulated by this non-profit organization. In addition to the pantry, the organization has auxiliary programs to provide additional resources to students including a Nutrition Program and a Community Education Program. A benefit dinner and raffle will be held to raise money for the UA Campus Pantry on Friday, October 21, 2016 at 7:00 p.m. in the Student Union Tucson/Catalina Room. The tickets are \$35.00 and include a three-course dinner and a tour of the pantry. Faculty and staff may also sponsor students through the program.

10. SENATE DISCUSSION: THE QUALITY PROJECT: QUALITY SCHOLARSHIP AND QUALITY TEACHING – CHAIR OF THE FACULTY LYNN NADEL AND VICE CHAIR OF THE FACULTY MICHAEL BREWER

Nadel informed Senators that the documents presented for the discussion were sections from larger writings, and were to be viewed as generic value statements. The question is how can value statements be implemented into policy at the UA; ones that will allow the policy to drive the UA toward greater quality, while at the same time installing quality metrics that influence behavior on a day-to-day basis. Hart requested that Senators keep in mind that the ideas from the discussion on quality might be constructed to formulate a discussion that includes the Regents at the upcoming November ABOR meeting hosted at the UA.

Table 1: Integration of Interdisciplinary hubs, as well as intellectual, technological, and equipment resource sharing across departments throughout the University, with a goal of facilitating greater student/faculty research incentives, which in turn will increase student engagement. A focus on how well students function in their follow-up courses, developing skill-sets, and how the skill-sets serve the students in their junior and senior years will have to be implemented.

Table 2: Four main ideas arose in discussion. 1) Understanding the role of infrastructure in being able to meet or exceed the quality guidelines and having good information infrastructure is essential to the definitions of good teaching and research. 2) As teaching methods evolve and more creative ways of teaching develop, assessment mechanisms can be at cross-purposes. Understanding how new and hybrid methodologies need to be supported differently is important. 3) Assessment being accessible for faculty of all ranks and categories, and it being appropriately formative. Making sure that the assessors are assessed. 4) Pressures from RCM can also be at cross-purposes. Having mechanisms in place on campus to keep RCM in check, and making sure it doesn't interfere with the quality goals the UA is striving for.

Table 3: Senators focused on research/scholarship and the Senators questioned who the audience might be concerning the documents. Promotion and Tenure Committees are working with assessment, but every college/discipline is different. Metrics in scholarship is difficult to assess. Bridging a gap between scholarship/research and teaching would be helpful.

Table 4: Parallel construction between the two documents would be helpful. The group talked about effective teachers rather than good teachers, and engaged students rather than good students. Expanding the impact of teaching so it inspires curiosity, but also builds knowledge, and increases critical thinking. Qualitative versus quantitative measures. Quantitative measures are important, but often inappropriate because they can be insufficient to understand the full range of impact that may be possible. Each discipline has unique quality standards that are codified.

Table 5: Quality scholarship and quality teaching are abominable constructions because the word "quality" is a neutral noun with no valence. High-quality, or a better suggestion, excellence in education and excellence in research, which are better nouns that don't leave a person guessing what kind of quality is being described – quality by itself could mean low quality. A compound modifier should be hyphenated. The best way to accomplish goals is with positive reinforcement. Numbers are impossible to describe the excellence in teaching and scholarship. Different disciplines have different standards by which they are measured. Scholarship happens outside of the institution. How does the work done at the UA impact the world? With teaching and learning, it would be helpful to obtain meaningful feedback from students about how their education at the UA mattered. Teacher Course Evaluations are not a constructive way to get students' feedback, but instead, asking students five years after graduation to find out what helped them succeed. An organization, Academic Analytics, measures quality of scholarship and research in different disciplines and is available to the UA. The UA has policies and practices in place that measure quality. The Academic Program Review is about quality and improvement, Promotion and Tenure has been revamped by Vice Provost Miller to include a peer review of teaching.

Table 6: There is no one-size-fits-all model policy derived at the University level that pertains to every college and department. A solution would be for the University to implement a policy insuring and enforcing every department to conduct reviews of teaching and scholarship in an appropriate way. If the documents get finalized to everyone's satisfaction, the policy could mandate that the documents be included with any review documents that are housed in each department and college, creating a global perspective of guidelines across the board. Recent changes to the Promotion and Tenure guidelines, specifically the addition of a teaching dossier, is a good addition, but is not always a requirement in each department/college. There are many differences in how Annual Performance Reviews are conducted across the University.

Table 7: Neither document talks about assessment and even though discipline-specific, one essential element is peer review. Peer level reviews capture different levels of scholarship. At some level, how do you effect behavior. Position statements need to refer to the documents, and reflect in what manner high-quality are evaluated. The documents should guide the behavior, whereas Promotion and Tenure is a summative assessment and too late in the process to effect behavior. Many scholarship and teaching duties are done by nontenure track faculty, therefore, the documents need to include research professionals and instructors who are not part of the Promotion and Tenure process. In the quality teaching and learning document, the ending statement refers to the University's obligation to support and encourage, whereas in the quality scholarship document, it refers to the University's responsibility to carry it out. Subtly, this may appear that the teaching/learning aspect may not be as crucial.

Table 8: The two documents need some tweaking to interlock more consistently. The documents are not definitions, but rather descriptions. A definition for scholarship excellence could read, *"high-quality, scholarship or excellence, is academic activity that incorporates critical thinking, creative thinking, objectivity, depth, and broad perspective engaging evaluation and re-evaluation of a matter or pursuit."* The second document needs to assess impact and track outcomes. A second sentence can be inserted after the first, *"quality teaching leads to tangible student transformation, including short and long-term, durable results and outcomes, such as success, next-step training, jobs and contributions to community and society."* There are many students who come from a wide array of backgrounds who do not have academic training initially, so the assumption that students should take charge of the teaching/learning process should be removed. "Skills, tools and techniques to critically think" should be added. Regents want to look at simple things that make sense and are succinct. To go from quality to policy, recognition and rewards need to be added, taking care not to turn the policy into a constraint.

Table 9: The UA policies already in place, if adhered to, have the ability to enhance the quality medium, and sometimes the creation of new policies bypasses the existing policies. Simple things like professors showing up on time for classes, ordering textbooks in a timely manner, or giving exams at appropriate times.

11. **OTHER BUSINESS**

There was no other business.

12. **ADJOURNMENT**

There being no further business, the meeting adjourned at 4:32 p.m.

Amy Fountain, Secretary of the Faculty
Jane Cherry, Recording Secretary

Appendix*

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

1. Minutes of September 12, 2016
2. Report from Faculty Officers
3. Report from GPSC
4. Report from APAC
5. Report from the Provost
6. Report from the President
7. Executive Summary of the Bachelor of Arts Degree in World Literature - Postponed
8. Quality Scholarship draft document
9. Quality Teaching draft document

Motions of the Meeting of October 3, 2016

There were no motions for the meeting of October 3, 2016

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