Furlough and Finance at UArizona in the Wake of Covid-19

Presented by the General Faculty Financial Advisory Committee (GFFAC)
Special Thanks

• Barry Brummund & members, Students Working Group, FSERT*
• Jim Florian & members, Capital Projects Working Group, FSERT*
• Liesl Folks, Senior Vice President for Academic Affairs and Provost
• Joe Gerald & members, Public Health Re-entry Team
• Helena Rodrigues & members, Workforce Working Group, FSERT*
• Lisa Rulney, Senior Vice President for Business Affairs and CFO
• Nicole Salazar, Chair, Operational Efficiencies Working Group, FSERT*
• Faculty Senate

*Financial Sustainability Emergency Response Task Force Teams
What is GFFAC?

Outcomes of the General Assembly Meeting on June 25

• **June 15:** The Coalition of Academic Justice at UA (CAJUA) petitioned Shared Governance, activating the General Assembly and the General Faculty vote to delay the Furlough until Mid-September, 2020.

• **June 30:** President Robbins agrees to delay the University Furlough Plan from July 1 to August 10, 2020

• **July 10:** Chair of the Faculty assembles an ad hoc committee (GFFAC) made up of faculty, staff, and a graduate student, including members of the CAJUA

**Committee charge:** This is a temporary, ad-hoc committee established to work intensely with University of Arizona administrators over the next few weeks to conduct a “deep dive” into the financials of the university, and develop a proposal to mitigate some or all of our anticipated losses via a report that outlines possible solutions/recommendations based on our analysis. Guidance for the role of this committee as a body of shared governance working in partnership with UA administration is outlined in the Memorandum of Understanding. The committee will be tasked with cooperation, communication, and education of the university community at-large based on what is learned over the next few weeks.
GFFAC Members

- Brian Berrellez - SPBAC/APAC/Staff (CALS)
- Scott Cederburg – Faculty (Eller)
- Ravi Goyal – Senator/Faculty (CALS)
- Ron Hammer – Senator/Faculty (CoM-P)
- Mona Hymel – Senator/Faculty (Law)
- Marcia Klotz – CAJUA/Faculty (SBS)
- Guadalupe Lozano – Faculty (CoS)
- Farid Matuk – CAJUA/Faculty (SBS)
- Ruth Oropeza – Graduate Student (SBS)
- Christina Rocha - Staff (RII)
- Jessica Summers – CoF/Faculty (CoEd)
- Russ Toomey – CAJUA/Faculty (CALS)
- Mayela Trevino - Staff (CoEd)
What is the State of Arizona Law?

1992 Arizona Faculty Governance ARS 15-1601B

The Universities shall have colleges, schools and departments and give courses of study and academic degrees as the Board (of Regents) approves. Subject to the responsibilities and powers of the Board and the University Presidents, the faculty members of the Universities, through their elected faculty representatives, shall share responsibility for academic and education activities and matters related to faculty personnel. **The faculty members of each University**, through their elected faculty representatives, **shall participate in the governance of their respective Universities and shall actively participate in the development of University policy.**
According to Our Memorandum of Understanding for Shared Governance...

In an era of significant educational change, the success of the University and the positive morale of the faculty and administration are dependent upon continued use of the collective intelligence of the university community in planning and decision making. Shared governance involves mutual participation in the development of policy decisions by both faculty and administration, and requires shared confidence between faculty members and administrators. This requires extensive sharing of information and a shared understanding that faculty representatives and administrators strive always for informed mutual support through shared governance dialogue (Shared Governance MOU).
GFFAC's work since July 13

- **28 hours** of meetings as a full committee over 3 weeks
- **100+ hours** of research
- **6 hours** of meeting/Q&A time with UArizona CFO Lisa Rulney and Provost Liesl Folks
- **4 hours** of meeting/Q&A time with UArizona working groups in the Financial Sustainability Emergency Response Task Force (FSERT)
- **1 faculty & staff survey**, with nearly 4,000 responses (N=3,991)
- **1 report** (upcoming)
- **2+ presentations** (upcoming)
Presentation Overview/Outline

- Survey Results
- Overview of UArizona Financial Situation
- Benchmarking and Peer Comparisons
- Debt and Borrowing Options
- Alternative Furlough Recommendations
- Engaging Shared Governance
- Recommendations
1,175 UArizona faculty participated in the survey, approximately 33% of our total faculty population.
Survey Participants: Faculty as Graduate Advisors/Mentors

Faculty as Graduate Advisors/Mentors

- Advisor/Mentor: 75%
- No/Unknown: 25%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Survey Participants: Staff

2,816 UArizona staff participated in the survey, approximately 16% of our total staff population.
Survey Participants: Reported Salary Distribution

![Salary Distribution Chart]

- **Faculty**: The distribution of salaries appears to be more spread out with a higher range compared to staff.
- **Staff**: The salaries are clustered more tightly with a narrower range.
Survey Participants: Reported Salary Reduction
Survey: Worried About Job Loss

Graphs by Employee Type

Faculty

<table>
<thead>
<tr>
<th>Concerned about Job Loss</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all</td>
<td>32.97%</td>
</tr>
<tr>
<td>2</td>
<td>47.92%</td>
</tr>
<tr>
<td>3</td>
<td>12.23%</td>
</tr>
<tr>
<td>Extremely</td>
<td>6.88%</td>
</tr>
</tbody>
</table>

Staff

<table>
<thead>
<tr>
<th>Concerned about Job Loss</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all</td>
<td>15.24%</td>
</tr>
<tr>
<td>2</td>
<td>53.87%</td>
</tr>
<tr>
<td>3</td>
<td>19.92%</td>
</tr>
<tr>
<td>Extremely</td>
<td>10.97%</td>
</tr>
</tbody>
</table>
Survey: Seeking Alternate Employment

Graphs by Employee Type

Likelihood of Seeking New Employment Due to Furlough

Faculty

Staff

<table>
<thead>
<tr>
<th>Extremely Unlikely (5)</th>
<th>Extremely Likely (1)</th>
<th>Extremely Unlikely (5)</th>
<th>Extremely Likely (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>24.98</td>
<td>14.11</td>
<td>34.51</td>
<td>16.14</td>
</tr>
<tr>
<td>22.75</td>
<td>21.81</td>
<td>25.02</td>
<td>9.032</td>
</tr>
<tr>
<td>16.34</td>
<td></td>
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</tbody>
</table>

Percent
Survey: Furlough Satisfaction

Satisfaction with Current Furlough Plan

Graphs by Employee Type

Faculty

- Extremely Satisfied (1): 3.902
- Extremely Dissatisfied (5): 49.11

Staff

- Extremely Satisfied (1): 8.356
- Extremely Dissatisfied (5): 21.9
Survey: Desire for Furlough Alternatives

Faculty

Staff

Very Low (1)  2  3  4  Very High (5)

Desire for Alternatives to Current Furlough Plan
Data Requested by GFFAC

- **De-identified UA employee salary data**, with information on base salary, FTE, grant/sponsored projects funding, and furlough rates
- **A disaggregated summary** of estimated impacts from Coronavirus crisis, including:
  - Revenue sources
  - Expenses
  - Mitigation strategies
Data Obtained by GFFAC

• **Aggregated summary** of projected financial loss using a “moderate” model scenario*

  Outstanding Questions:
  ✓ What assumptions shaped the stagnant scenario models
  ✓ What thresholds – positive or negative – determine "toggling" from one planning scenario to another?

• **Various expenditures/summaries**, including: utility expenditures, FY20 Philanthropy & Investments, FY20 Net Tuition Revenue (NTR), FY20 operating funds, state funding trends, student enrollment, alternate furlough modeling output

*e.g., CFO Rulney, May 4 presentation to Faculty Senate*
Overview: Financial Situation and Solutions

- Similar to peer universities, the University of Arizona is experiencing significant losses due to COVID-19
- The *Furlough and Furlough-based Salary Programs (FFSPs)* at the University of Arizona are currently a large portion of the mitigation strategy
  - Our $79 million FFSPs are extraordinarily large relative to publicly known furlough programs at peer institutions to date
  - Total employee-related mitigations exceed $130 million

**GFFAC believes** we have the financial flexibility to cover COVID-19 losses without (or with dramatically reduced) FFSPs
  - Cash reserves and lines of credit to meet ongoing cash needs
  - Prioritize and make strategic decisions about available long-term alternatives
### Pre-Existing* & COVID-19 Projected Losses

*Tuition & Fees Projected Loss includes $25M tuition discounting

<table>
<thead>
<tr>
<th>7/13/2020 projections from CFO Rulney</th>
<th>FYs 2020 and 2021 losses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and fees (net)</td>
<td>-$108 million*</td>
</tr>
<tr>
<td>Investment and philanthropy</td>
<td>-$49 million</td>
</tr>
<tr>
<td>Auxiliaries (e.g., parking)</td>
<td>-$49 million</td>
</tr>
<tr>
<td>Athletics</td>
<td>-$23 million</td>
</tr>
<tr>
<td>Research cost recovery</td>
<td>-$16 million</td>
</tr>
<tr>
<td>Departmental sales</td>
<td>-$9 million</td>
</tr>
<tr>
<td>COVID-19 costs</td>
<td>-$27 million</td>
</tr>
<tr>
<td><strong>Total losses</strong></td>
<td><strong>-$281 million</strong></td>
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</tbody>
</table>
## Projected Loss Mitigations

<table>
<thead>
<tr>
<th>7/13/2020 projections from CFO Rulney</th>
<th>FYs 2020 and 2021 savings</th>
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</thead>
<tbody>
<tr>
<td>Furloughs (updated to 7/29/2020 projection)</td>
<td>$79 million</td>
</tr>
<tr>
<td>Wage freeze</td>
<td>$20 million</td>
</tr>
<tr>
<td>Hiring freeze</td>
<td>$7 million</td>
</tr>
<tr>
<td>Strategic plan halt</td>
<td>$58 million</td>
</tr>
<tr>
<td>Postpone capital projects</td>
<td>$22 million</td>
</tr>
<tr>
<td>CARES Act funding</td>
<td>$15 million</td>
</tr>
<tr>
<td><strong>Total savings</strong></td>
<td><strong>$201 million</strong></td>
</tr>
</tbody>
</table>

- Potential debt restructuring savings of ~$60 million
- Additional loss mitigation from lower retirement contributions and payroll taxes that result from lower salaries (~$15-20 million), natural mitigation from lower travel and utilities expenses (~$10-20 million)
- Employee layoffs and non-renewals (at least 280 so far) also used as loss mitigation
- Total employee-related savings are at least $130 million
### Comparison: ABOR Peer Financial Strategies

<table>
<thead>
<tr>
<th>Institution</th>
<th>Furlough/ Pay Cut</th>
<th>Layoff/ Non-Renewal</th>
<th>Borrowing/ Line of Credit</th>
<th>Salary Freeze/ Hiring Pause</th>
</tr>
</thead>
<tbody>
<tr>
<td>UArizona</td>
<td>5.38-20%</td>
<td>289</td>
<td></td>
<td>x</td>
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<tr>
<td>UC System</td>
<td></td>
<td></td>
<td>x</td>
<td>x</td>
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<tr>
<td>U of Florida</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
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<tr>
<td>U of Illinois</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>U of Iowa</td>
<td>50% President</td>
<td>15</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>U of Maryland</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Michigan State</td>
<td>Non-union: 0.5-7%</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>U of Minnesota</td>
<td>0.75-10%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UNC Chapel Hill</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ohio State</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Penn State</td>
<td>10% President</td>
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<tr>
<td>Texas A&amp;M</td>
<td></td>
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<tr>
<td>U Texas Austin</td>
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<tr>
<td>U of Washington</td>
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<tr>
<td>U of Wisconsin</td>
<td>2.3-4.6% All; 10-15% Leaders</td>
<td>40</td>
<td></td>
<td>x</td>
</tr>
</tbody>
</table>

Note: data sources/references available in GFFAC report
Alternative FFSPs Models Generated by UArizona Faculty/Working Groups

<table>
<thead>
<tr>
<th>Proposed Furlough Plans</th>
<th>Source</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scenario A: 13 furlough days, regardless of salary(^1,2)</td>
<td>FSERT Workforce</td>
<td>27-Mar</td>
</tr>
<tr>
<td>Scenario B: 1-10 furlough days or 5% pay cut depending on salary(^1,2)</td>
<td>FSERT Workforce</td>
<td>27-Mar</td>
</tr>
<tr>
<td>Scenario C: 3% - 10% pay cut depending on salary(^1,2)</td>
<td>FSERT Workforce</td>
<td>27-Mar</td>
</tr>
<tr>
<td>Graduated/Gradual Furlough Program: 1-35% pay cut depending on salary</td>
<td>College of Education</td>
<td>22-Apr</td>
</tr>
<tr>
<td>Equitable Furlough Program: 4-30% pay cut depending on salary(^2,3)</td>
<td>CAJUA</td>
<td>21-May</td>
</tr>
<tr>
<td>Eller Plan: Borrowing and cash reserve strategies without furlough</td>
<td>Eller College of Management</td>
<td>10-Jul</td>
</tr>
<tr>
<td>UMinnesota Furlough Program: 1-10% pay cut depending on salary(^2,4)</td>
<td>GFFAC</td>
<td>29-Jul</td>
</tr>
</tbody>
</table>

\(^1\)Assumes a floor of $44.5K; \(^2\)Does not include grant or Banner derived salaries; \(^3\)Assumes a floor of $70K; \(^4\)Assumes a floor of 60K
Alternatives to the Currently Proposed FFSPs

GFFAC has considered several alternatives to the FFSPs to mitigate the COVID-19 losses

- **Short-term alternatives** (0-6 months)
  - Cash reserves
  - Line of credit
- **Intermediate-term alternatives** (3-12 months)
  - Potential of ABOR and state legislature changing laws for issuing bonds
  - Potential federal stimulus funding
- **Long-term alternatives**
  - Lobbying on state allocations
  - Selling auxiliaries (e.g., parking or bookstore)
  - Selling buildings
  - Strategic decisions about spending, etc.

**GFFAC believes** short-term alternatives offer the university flexibility for the campus community to find and implement the best long-term solutions
Cash Reserves as a Short-Term Tool

- The University of Arizona entered the COVID-19 crisis with significant operating funds of approximately $800 million
- Some cash reserves have already been used to mitigate COVID-19 losses
- Cash balances have declined to about $570 million
  - Days cash on hand is currently in lower portion of ABOR's goal range
  - August will be a positive cash-flow month due to incoming tuition, etc.; increase in cash balance was $280 million in August 2019

GFFAC believes cash reserves are a part of the solution, but they may not cover the full COVID-19 losses depending on the extent of losses.
Debt as a Cash Management Tool in a Crisis

Debt is a powerful tool for managing a large, unexpected loss

- Smooth the large one-time shock to a much more manageable problem that is addressed over a longer term
  
  For example, at current long-term bond rates, we could potentially turn a $200 million one-time shock into an easier-to-handle $12 million per year obligation for 20 years

- Make decisions based on best alternatives for the long-term wellbeing of the university and its employees (rather than cuts based on the largest short-term impact on cash)

Eleven of our 15 ABOR Peer Universities are using debt/borrowing as a COVID-19 financial mitigation strategy
Borrowing under Arizona State Law

- The University of Arizona's ability to borrow is governed by Arizona State Law

  **Bonds.** Can issue bonds to "acquire projects" (ARS 15-1683). There is some flexibility due to fairly expansive definitions of "acquire" and "project" in Arizona laws

  **Commercial paper.** Can issue commercial paper for "any costs and expenses related to a project" (ARS 15-1696)

  **Line of credit.** Can obtain line of credit for "cash management or liquidity" (ARS 15-1682). There are no restrictions on spending for operating expenses

- No state law that says "we can't borrow for operating expenses"

- On all borrowing options, we work with the Arizona Board of Regents (ABOR)
Lines of Credit as a Short-Term Tool

- We are allowed to "obtain lines of credit for cash management or liquidity purposes" (ARS 15-1682)
  - ABOR meeting notes from 9/2016 about 2016 HB2271: "the availability (of lines of credit) provides a contingency should the universities ever need to address unanticipated significant negative financial circumstances"

- Examples of recent COVID-19-related Lines of Credit (LoCs):
  - University of Michigan ($1 billion), Indiana University ($1 billion), SUNY ($3 billion), Penn State ($250 million)
  - $2M cost to Indiana for $1B LoC; may expect about $750K cost for $250M LoC

- Lines of credit are tailor-made for cash management with unknown losses
  - The FFSPs have been pitched as a way to buy us time to make other adjustments, while preserving as many jobs as possible
  - A Line of Credit is a better, more flexible tool to buy us time while preserving jobs

**GFFAC believes** the combination of **cash reserves** and a **line of credit** is large enough to absorb COVID-19 losses as we develop long-term solutions
Bonds as a Longer-Term Tool

- Long-term bonds are a very attractive funding option due to low current interest rates
  - New bond issues by universities in first half of 2020 were ~$30 billion versus ~$5 billion in first half of 2019

- Potential options:
  - **Current state law:** Find all university spending that qualifies under "acquire a project" (includes, e.g., upgrading air filtration in existing buildings or adding technology to existing classrooms) to back a bond offering (or increase the size of an upcoming bond offering)
  - **Potential state law change:** UArizona, ASU, and NAU are working with ABOR and state legislature to relax constraints (CFO Rulney, July 13 communication to campus)

**GFFAC believes** the university should use bonds to the extent possible to spread losses over a longer period
Other Long-Term Alternatives

- Working Groups in the FSERT* have identified potential long-term alternatives
  - Selling auxiliaries (e.g., parking or bookstore)
  - Selling buildings or other assets
  - Selling buildings with lease-back
  - Improvements in operational efficiency
  - Local strategies from colleges and support units
- These alternatives take time to explore and implement
- The University's short-term financial flexibility (with cash reserves and a line of credit) can allow the campus community to work to find the best long-term solutions without being constrained to look at short-term solutions to save cash

*Financial Sustainability Emergency Response Task Force Teams
Key Takeaways

• The University of Arizona has short-term financial flexibility
  ✓ Cash reserves and a line of credit are large enough to cover losses in the short term
  ✓ The university has the financial flexibility to eliminate or significantly reduce the FFSPs

• GFFAC recommends eliminating or dramatically reducing the FFSPs and using short-term flexibility to find the best long-term solutions (rather than concentrating on short-term cash savings)
  ✓ The FFSPs are motivated by short-term cash savings at the expense of extensive long-term damage to the university
  ✓ Less-damaging long-term solutions are available
GFFAC & Alternative Furlough Plans: Background & Constraints

- To date, six Furlough plans have been submitted to UArizona for consideration between April and July 2020.
- GFFAC was informed by senior leadership on July 22 that there was no possibility of avoiding a furlough plan at that time.
- GFFAC constraints on developing new alternative furlough plans included:
  - No underlying/disaggregated data was provided to directly design new models
  - No updated savings target was offered by senior leadership
- No furlough plan that approaches the $79M savings of the currently proposed plan is acceptable to GFFAC without reservation amidst possible options.
  - The next most severe furlough at an ABOR peer institution (Minnesota) would produce $18M in savings for UArizona – our current plan is 4.4 times the size of Minnesota's plan.
Recommendations: Furlough Plan

- Last resort, only in combination with other mitigation tools
- Progressive "smooth curve" structure
- Floor: $60K
- Increases in NTR* actuals trigger proportional decrease of furlough days/rates
- Review process for layoffs and non-renewals
- Enable employees to access retirement savings to offset FFSP
- Support dismissed employees in accessing Federal Unemployment Benefits
- Reversion to furlough days rather than flex days, particularly for non-administrative staff

*Net Tuition Revenue (NTR)
Shared Governance Moving Forward

The current furlough plan remains inequitable by intramural and extramural standards. Keeping it will irreparably degrade morale, faculty/staff/graduate student talent retention, and UArizona perceived-value among prospective students.

At least a $79M funds-influx plan is needed now to offset projected FY21 losses in net tuition revenue and enable academic units (e.g. colleges) and other units to have sufficient funds for operating in FY21, starting now.
Leveraging Shared Governance

Decisions concerning the university community at large are best made by bringing them to shared governance before executive leadership makes decisions.

The **Shared Governance MOU** stipulates that:

- *University budgets and records of University expenditures will continue to be open to all members of the faculty and the public, as required by law* *(MOU, page 1, section II, item 1).*

- *In a case where differences arise between the administration and the appropriate overarching shared governance body concerning any policy recommendation in any area covered by these guidelines, the administration and that shared governance group will work to resolve those differences so as to attain an outcome that is generally accepted* *(MOU, page 5, item 3).*
Current & Proposed Shared Governance Engagement Strategies

• **[Current]** The MOU is currently being revised to provide explicit guidance and direction to all stakeholders in shared governance.

• **[Proposed]** The **Shared Governance Review Committee** will be re-enacted to **create specific policy around decision making, engagement, and workflow** in partnership with administration, faculty, and staff.

• **[Proposed]** Existing Shared Governance bodies will partner with administration to **re-evaluate financial mitigation strategies from here on out**, and particularly at each census date/review point (Oct 2020, Mar 2021).
Thank you! Questions?
Action Items for Senate

1. The University of Arizona should commit to short-term borrowing options, such as obtaining a line of credit.

2. The University of Arizona should commit to long-term borrowing options, such as issuing a bond.

3. The University of Arizona should modify or eliminate its current furlough plan.

4. The University of Arizona budget and finance team should include multiple stakeholders from shared governance (faculty, staff, graduate students) to review, evaluate, and advise on future changes to the furlough and other mitigation strategies from here on out, particularly at critical time points (October 2020, March 2021)
July 28, 2020

Proposed Resolution to the Faculty Senate of the University of Arizona

RE: The Safe Reopening of the University’s Physical Campus during the Covid-19 Pandemic

WHEREAS, WE the Faculty Senate support the phased, graduated re-opening of the University that prioritizes essential learning activities while mitigating the risks those activities pose to students, staff and faculty.

AND, commend the University collaboration with the Faculty to develop the phased, graduated re-opening plan.

AND, recognize the need for timely and transparent communication on important policies and procedures that impact the educational, health, and financial matters of students, staff, and faculty.

AND, recognize the need to periodically reassess the risks and benefits of University activities in light of rapidly evolving conditions and knowledge.

WE, THEREFORE, call for the University to develop, periodically revise, and make publicly available the criteria used to decide when transitions between the phases of pandemic operation are warranted.

FURTHERMORE, WE call for these criteria to be developed and these decisions to be made using the principles of shared governance.
Proposed Resolution to the Faculty Senate of the University of Arizona

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General Education Re/Vision: A Long-Term Team Effort
Timeline

❖ **Summer 2020:** Developed curriculum, assessment, and instructional support details in the new proposal; reached out to key stakeholders in Academic Administration, UITS, Faculty Senate, Heads Up, Administration for feedback

❖ **Aug 2020 - July 2021:** Determining funding model (Provost), staffing GE office, designing first-year and portfolio courses, launching comprehensive communication plan, implementing instructional support and course approval process, revising infrastructure to support new curriculum, designing user experience in UAccess

❖ **Fall 2021:** Launch of new General Education curriculum
Shifting our Approach

**FROM**
- Teaching-focused courses
- Segmentation
- Knowledge
- Topics
- Explicit
- Tradition
- From *what we know*

**TO**
- Learning-focused courses
- Integration
- Reasoning
- Questions
- Implicit
- Relevance
- *How we think, know, & do*
Curriculum

- Two new course categories replace Tier 1 and 2 sequence
- The development of two *attributes* : Writing & Diversity
- Two 1-unit courses bookending student GE experience

<table>
<thead>
<tr>
<th>Introduction</th>
<th>Foundations</th>
<th>Perspectives</th>
<th>Connections</th>
<th>Portfolio</th>
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</thead>
<tbody>
<tr>
<td>1 unit</td>
<td>9 units</td>
<td>12 units</td>
<td>9 units</td>
<td>1 unit</td>
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<td>(variable)</td>
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Writing & Diversity Attributes
Basic Need Insecurity
University of Arizona

Student Regent Anthony Rusk
What Are Basic Needs
The Problem
How Big Is The Need?

This matches the GAO’s findings: 39% of undergraduates are below 130% of the FPL

An Issue of Access

39%  

12.5%  

College¹  
National²

THREE TIMES  

THE NATIONAL AVERAGE

This matches the GAO’s findings: 39% of undergraduates are below 130% of the FPL³

Also matches University of California and California State University systems data
Need Insecurity Is an Equity Issue

- 60% of Indigenous college students are food insecure⁵
- 47% of Hispanic college students are food insecure⁵
- 49% of LGBTQ college students are food insecure⁵

Compare with 36% of white students, and 37% of straight students, who experience food insecurity⁵
Looking to the Future

• Supporting our most at risk students

• The benefit on Arizona as a whole

• Becoming thought leaders in Arizona
A Solution
What Can We Do?

- Making data based decisions
- Creating the University of Arizona Basic Needs Coalition
- Shifting the culture and stigma around basic needs
- Becoming the thought leaders in Arizona on Basic Needs
Strategies For BNC to Implement

- Advocacy
- Research
  - UCBOR and Alabama relied on data
- Connect students to SNAP
- Expand food pantries
- Basic needs center

What Have Others Done

- Swipe Out Hunger
- NAUs App
- Food scholarship program
- Farm scholarship program
- Convene and build awareness
- Formation of campus basic needs security coalitions
Promising Impacts

Food scholarship programs in Houston – programs where students received bags of groceries twice a month – retained 60% of students as compared to 16% students in the same demographic. The retained students earned a GPA of 3.05 compared to 2.75 of students without the program. 6
The Ask
Proposals for Bylaws Changes

Summary of Proposals:

1. Bylaws Proposal 1 – Ensure the functions of the Parliamentarian are covered, should one not be appointed by the Chair (Page 1)
2. Bylaws Proposal 2 – Update language about petitions for a meeting of the General Faculty (Page 1)
3. Bylaws Proposal 3 – Remove the President of the Arizona Alumni Association (no longer a position at UA) from the Naming Advisory Committee (Page 2)
4. Bylaws Proposal 4 – Make the selection of faculty for any shared governance representation follow uniform processes at all levels, as spelled out in the MOU on Shared Governance Understanding (Page 2)
5. Bylaws Proposal 5 - Remove the President of the Arizona Alumni Association (no longer a position at UA) from the SPBAC (Page 4)
6. Bylaws Proposal 6 – Change membership requirements on Senate Standing Committees to be in line with our practice (Page 5)

Bylaws Proposal 1 – Ensure the functions of the Parliamentarian are covered, should one not be appointed by the Chair

Article II, Section 2. Officers.
A Parliamentarian, who shall be appointed by and serve at the pleasure of the Chair of the Faculty, shall serve the needs of the General Faculty and the Faculty Senate. In the absence of a parliamentarian (due to resignation, unfilled appointment, or any other reason), the Secretary of the Faculty shall fulfill this role.

Rationale: The Chair of the Faculty has not appointed a parliamentarian for more than 6 years. While that is the prerogative of the Chair, not having this function covered by another individual has, at times, been an issue. Assigning this work to the Secretary of the Faculty (in the absence of a parliamentarian) would seem to make sense.

Bylaws Proposal 2 – Update language about petitions for a meeting of the General Faculty.

ARTICLE III: Meetings
Section 1.
Petitions in written or digital format of five percent (5%) or one hundred (100) members of the General Faculty, whichever is smaller, shall be sufficient to call a Meeting of the General Faculty. Such petitions, presented to the Chair of the Faculty, shall state the purpose(s) of the intended meeting. Petitions shall be collected through the Faculty Center and shall be validated by Faculty Center staff using the Census of the General Faculty.
Rationale: The Membership in the General Faculty has increased in the last 5 years (from about 2000 to nearly 4000) and is expected to change over time. In order to ensure members understand how many members of the General Faculty represents, current information on the Census of the General Faculty will be added to the Faculty Governance website (i.e., General Faculty membership totals by college and overall).

Bylaws Proposal 3 – Remove the President of the Arizona Alumni Association (no longer a position at UA) from the Naming Advisory Committee

Article VI: University-wide Committees with Shared Governance Participation.
Section 3.
The Naming Advisory Committee consists of the Vice Chair of the Faculty (committee chair), President of the UA Foundation, President of the Arizona Alumni Association, President of the Associated Students of the University of Arizona (ASUA), President of the Graduate and Professional Student Council (GPSC), Provost of the University, President of the Classified Staff Council (CSC), chair of the Appointed Professionals Advisory Council (APAC), a representative of the Dean’s Council (elected by the Deans), and a representative from the Faculty Senate (appointed by the Chair of the Faculty). Members serve annual terms.

Rationale: This position no longer exists at the University.
Question: Is this a housekeeping change?

Bylaws Proposal 4 – Make the selection of faculty for any shared governance representation follow uniform processes at all levels, as spelled out in the MOU on Shared Governance Understanding

Article VI: University-wide Committees with Shared Governance Participation.
Section 4.
Article VI: University-wide Committees with Shared Governance Participation.
The Undergraduate Council shall be composed as follows:

a. The Undergraduate Council (UGC) voting membership shall consist of: the UGC chair; one member of the General Faculty from each college that offers undergraduate degrees; one member from the Library; and one member from the Honors College. Faculty representatives shall be chosen by the faculty in each academic college in accordance with the processes outlined in the Shared Governance Memorandum of Understanding. Each chosen by election in the college or the appointment by the Dean, after consultation with that college’s version of an advisory council in accordance with the shared governance guidelines and agreements. College representatives serve for three-year terms. In addition, the chair of the University-wide General Education Committee or a designated alternate currently serving on the committee; the chair of the University General Petitions Committee or a designated alternative currently serving on the committee; and one to two student representatives from the Associated Students of the University of Arizona (ASUA) appointed to Undergraduate Council by the president of ASUA, shall serve as voting members of the UGC. ASUA members serve
one-year terms that may be renewed. The chair shall be appointed by the Chair of the Faculty, on advice of the Nominating Committee and in consultation with the Senior Vice Provost for Academic Affairs, in accordance with the principles detailed in the shared governance guidelines and agreements. The chair shall serve for a term of one year, renewable for up to three years.

b. Non-voting members may include others as needed, by invitation of the chair.

c. The Senior Vice Provost for Academic Affairs, the Executive Director of Academic/Curricular Affairs, the Registrar, the Director of Advising Resource Center, the Vice Provost of Digital Learning & Student Engagement for the Office of Academic Initiatives and Student Success, the Assistant Director of Academic Policies & Organizations are *ex officio* non-voting members.

Section 5.
The University-wide General Education Committee shall be composed as follows:

a. The University-wide General Education Committee (UWGEC) voting membership shall consist of the UWGEC Chair and faculty representatives from the Colleges and programs that offer General Education courses, as follows: The College of Agriculture and Life Sciences (two voting members); the Colleges of Architecture, Planning and Landscape Architecture, Education, Nursing and Pharmacy (one shared voting member); Eller College of Management (two voting members); the College of Engineering (one voting member); the College of Fine Arts (two voting members); Honors College (one voting member); the College of Humanities (two voting members); the College of Science (two voting members); the College of Social and Behavioral Sciences (two voting members); and University of Arizona South (one voting member). A faculty representative for each of the three Foundations programs—English, Mathematics, and Second Language—and the Library shall serve as voting members. Two student representatives, one undergraduate junior or senior, and one will each serve as voting members (two voting members in total). Non-voting *ex officio* members include a representative of the Senior Vice Provost for Academic Affairs. Each faculty member serves a three-year term; each student serves a one-year term. Faculty representatives shall be chosen by the faculty in each academic college, in accordance with the processes outlined in the Shared Governance Memorandum of Understanding. Colleges are advised that at least part of the membership should be elected by their faculty, but in order to ensure that certain minority interests are heard, it is reasonable that part of the membership be appointed.

In the event that an academic unit not represented in this list begins offering courses in the General Education program, the UWGEC voting members may adopt a means for ensuring appropriate representation for that academic unit, through the sharing of an existing voting member.

b. In addition, there is invited, non-voting representation from areas directly involved in general education.

c. Support for the committee is provided by the Office of the Senior Vice Provost for Academic Affairs.

d. The chair is chosen in consultation between the Chair of the Faculty and Senior Vice Provost for Academic Affairs, and serves a three-year, renewable term. The chair of
UWGEC is a voting member of the Undergraduate Council, and reports to the Senate through or in concert with the UGC chair.

Section 6.
The Graduate Council and its officers shall be composed as follows:

a. Faculty. Faculty members of the Graduate Council shall be chosen by the faculty in each academic college, in accordance with the processes outlined in the Shared Governance Memorandum of Understanding, according to a process approved by the faculty in each college. Faculty representation on the Graduate Council is based on the number of students enrolled in graduate programs within each academic college and the Graduate Interdisciplinary Programs. The number of representatives per college is determined by rank ordering colleges by graduate enrollment. Those colleges whose graduate enrollment is in the upper half will have two members; those in the lower half will have one representative. The term is four years.

b. Graduate Coordinators. Graduate Coordinators shall elect two members of the Graduate Council. Terms are two years, renewable; and the terms are staggered.

c. Graduate students. The Graduate and Professional Student Council shall select, according to its own procedures, three members for the Graduate Council. Terms are one year, renewable.

d. The Dean and the Associate Deans of the Graduate College are ex officio voting members of the Graduate Council.

e. The chair shall be appointed by the Chair of the Faculty, on advice of the Nominating Committee and in consultation with the Dean of the Graduate College, in accordance with the principles detailed in the shared governance guidelines and agreements.

Rationale: In line with recommendations from the Senate Ad Hoc Committee on the MOU on Shared Governance, we are suggesting that we make the mechanism used for determining shared governance representation uniform across campus.

Bylaws Proposal 5 - Remove the President of the Arizona Alumni Association (no longer a position at UA) from the SPBAC

Article VI: University-wide Committees with Shared Governance Participation.

Section 7.
The Strategic Planning and Budget Advisory Committee’s (SPBAC) membership is comprised of twenty-one voting members and thirteen (13) ex officio non-voting members.

a. Eleven of the voting members are faculty: the Chair of the Faculty; six faculty elected by the general faculty for staggered, three-year terms; three faculty selected by the Chair of the Faculty in consultation with the President for three-year rotating terms; and a SPBAC chair. The SPBAC chair is appointed by the President in consultation with the Chair of the Faculty for a two-year term. The President and Chair of the Faculty may also select a SPBAC co-chair from the existing SPBAC membership; under such circumstances, the co-chairs have one shared vote. SPBAC chairs must have served at least one year on the committee prior to appointment as chair. SPBAC chairs may be re-
appointed for one additional term, with the consent of a majority of SPBAC voting members.

b. If an elected faculty representative to SPBAC resigns or becomes ineligible to serve, the candidate who received the next highest number of votes in the same election will be offered the vacancy, with ties broken by the Chair of the Faculty. If there is no eligible candidate, the Chair of the Faculty will fill the vacancy by appointing a member of the General Faculty to serve for the remainder of the term.

c. The remaining ten voting members are appointed: two deans, two representatives from the President’s cabinet, and two non-faculty staff are appointed by the President for three-year rotating terms. Representatives of the Classified Staff Council, Appointed Professionals Advisory Council, Graduate and Professional Student Council and the President of the Associated Students of the University of Arizona (who automatically sits on SPBAC) serve at the will of their governing organizations.

d. The thirteen (13) ex officio (non-voting) members are comprised of individuals with expertise in strategic planning/budgeting by title and by responsibility as follows. Those designated by title are: Senior Vice President and Provost; Senior Vice President Business Affairs and CFO; President, University of Arizona Foundation; and President, Alumni Relations. The University of Arizona President, in consultation with the Chair of the Faculty, will appoint 9 individuals with senior leadership responsibilities drawn from areas that include institutional analysis and budget; student affairs and success; diversity and inclusion; research and health sciences; international and global affairs; communications, marketing, and public relations; and human resources.

*Rationale:* This position no longer exists at the University

*Question:* Is this a housekeeping change?

**Bylaws Proposal 6 – Change membership requirements on Senate Standing Committees to be in line with our practice**

**Article VIII. Senate**

**Section 4: Faculty Senate Standing Committees**

Each Faculty Senate standing committee, except the Executive Committee, shall consist of seven General Faculty members, a majority of whom must be **elected Faculty Senators**. The standing committee members shall be appointed by the Vice Chair of the Faculty, after consultation with the Faculty Senate Executive Committee, from names suggested by the Nominating Committee or other members of the General Faculty. Student members of standing committees shall be nominated by the Associated Students of the University of Arizona and by the Graduate and Professional Student Council. Members of standing committees shall serve one-year terms.

*Rationale:* This used to say Members of the Faculty Senate, which could include the President, Provost, etc. We don’t think that was ever the intent and we have always only included elected faculty Senators in this count. This change is to ensure it is limited to elected faculty senators.

*Question:* is this a housekeeping change?
Proposals for Constitution Changes

Summary of Proposed Changes:

1. Constitution Proposal 1 – Remove non-employee faculty from the General Faculty in order to align with existing ABOR policy (Page 1)
2. Constitution Proposal 2 – Clarify how/if voting privileges change when a faculty member’s home college changes. (Page 2)
3. Constitution Proposal 3 – Make wording changes to align with changes in Section II. (Page 2)
4. Constitution Proposal 4 – Clarify how Faculty Senate calls a meeting of the General Faculty (Page 3)
5. Constitution Proposal 5 – Provide options for Senate/Senators to call an emergency Senate meeting (Page 3)
6. Constitution Proposal 6 – Make governance participation (and responsibility) equitable across faculty types within the General Faculty at all levels (Page 3)
7. General Proposal 7 - Make the Constitution and Bylaws gender neutral throughout (Page 4)

Constitution Proposal 1 – Remove non-employee faculty from the General Faculty in order to align with existing ABOR policy

ARTICLE II. Members
Section 1.
For purposes of University government, the General Faculty of The University of Arizona is composed of:

a. Individuals Employees who hold at least half-time tenured or tenure-eligible faculty appointments,
b. Individuals Employees who hold at least half-time continuing or continuing-eligible appointments,
c. Individuals Employees who hold at least half-time multi-year career-track faculty appointments with multi-year contracts,
d. Individuals Employees who have held at least half-time year-to-year career-track faculty appointments for three (3) of the past four (4) years and who currently hold lecturer or ranked professorial titles that do not include an adjunct or visiting modifier, and
e. Individuals who hold Emeritus status.

Rationale: ABOR prohibits non-employees from being Members of the General Faculty or participating in campus-level shared governance activities. The effect of this change will mean that neither DCC faculty nor emeritus faculty will be eligible for General Faculty Membership. The numbers of DCC Faculty (222) and Emeritus Faculty (786) are non-trivial, however, their participation in shared governance has been a fraction of other faculty types, (e.g., 0.5% of Emeritus Faculty and 3% of DCC’s voted in the last 2 elections). ABOR does not prohibit non-employees from participating in governance at the unit level. This proposal was brought forward through and endorsed by the Committee on Faculty Governance.
Rationale: Because adjunct and visiting faculty are not defined as career track in UHAP we do not need to spell that out here. Replace multiyear appointment with multiyear contract. These should be housekeeping changes.

Constitution Proposal 2 – Clarify how/if voting privileges change when a faculty member’s home college changes.

ARTICLE II. Members
Section 4.
Members of the General Faculty are eligible to vote in matters of faculty governance, to hold offices, and to serve on committees established in accordance with this Constitution. Faculty with administrative appointments vote in their home college. Should any faculty member’s home college change (i.e. due to the transfer of an individual to another unit, or due to a unit reorganization or merger), voting privileges should typically move to the new college. The Committee on Faculty Membership shall make determinations on General Faculty Membership or voting privileges in any cases where there is uncertainty.

Rationale: There are situations where tenured or continued individuals move to a non-academic unit that has no P&T committee and it is important that they retain their connection to their original tenure/CS home. In these situations, they should be allowed to continue to vote and participate in the governance in their tenure/CS home. Using the Committee on Faculty Membership to adjudicate would make sense.

Constitution Proposal 3 – Make wording changes to align with changes in Section II.

Article II. Members.
Section 5.
Faculty Shared Governance
In matters of faculty governance, the elected and at-large representatives to Faculty Senate represent not only members of the General Faculty, but also those career-track, visiting, and adjunct faculty who do not meet the criteria for membership in the General Faculty. These include:

a. Emeritus faculty
b. Non-employee campus colleague (DCC) faculty
c. Employees with career-track lecturer or ranked professorial titles who have not held at least half-time or more year-to-year appointments for three (3) of the last four (4) years, and
d. Employees who have faculty appointments that do not qualify for membership in the General Faculty (e.g., instructors, or those with adjunct, global, visiting, or courtesy/secondary faculty appointments).

Rationale: Changes need to be made here in order to bring it into alignment with Section II.
Constitution Proposal 4 – Clarify how Faculty Senate calls a meeting of the General Faculty

ARTICLE IV. Meetings of the General Faculty
Section 1.
Meetings of the General Faculty, limited to the purpose(s) stated in the call, shall be held:
   a. On the call of the Chair of the Faculty.
   b. By majority vote of the Faculty Senate.
   c. On written petition from members of the General Faculty, as specified in the Bylaws Article III, Section 1.

Rationale: This makes clear the mechanism through which Senate approves a “call.” It does not change the process. Should it be housekeeping?

Constitution Proposal 5 – Provide options for Senate/Senators to call an emergency Senate meeting

Article VII. Faculty Senate
Section 4.
Meetings
The Faculty Senate shall meet regularly the first working Monday in each month during the academic year, except on religious holidays observed by members of the Senate. When the first working Monday of the month falls on a religious holiday observed by one or more Senators, such that observance of the holiday would prevent those Senators from participating in Senate, Senate meetings shall be moved to the second working Monday in the month. Other changes to the calendar can be made, as voted upon and approved by the Faculty Senate. Its meetings shall be open to the public, except when the body decides to meet in executive session. The agenda of each meeting shall be set by the Faculty Senate Executive Committee. Additional meetings may be called by the President of the University, the Chair of the Faculty, or by majority vote of Senate. If the call cannot be voted on in a Senate meeting, a petition including half of the elected Faculty Senators will suffice. Any such call or petition shall be presented to the Vice Chair of the Faculty and shall state the purpose(s) of the intended meeting. Notice shall be given at least one week in advance of any meeting and shall contain a copy of any substantive proposal to be presented.

Rationale: This provides additional ways for a Senate meeting to be called by Senate or Senators. For the petition, it excludes the faculty officers and administrators from this process (since they have other options) and includes only elected faculty senators (of which there are currently 61). The question is whether or not a majority should be required, a third, or some specific number (e.g., 25).

Constitution Proposal 6 – Make governance participation (and responsibility) equitable across faculty types within the General Faculty at all levels

ARTICLE VIII. The College Faculties
The general charge of each College is entrusted to its College Faculty, subject to the Board of Regents and the authority vested by the Board in the President of the University. Voting rights and participation in shared governance in College matters shall generally be accorded to General Faculty members as defined in Article II above, and to such other individuals as the College Faculty may decide. General Faculty members should not be excluded from equitable participation in shared governance activities unless otherwise indicated by ABOR or University policy (e.g., tenure-eligible or career track faculty participation on a Promotion and Tenure committee). Any such exclusions should be detailed in College or unit Bylaws.

Rationale: There continues to be uneven inclusion of Career Track faculty who are Members of the General Faculty at the college and unit levels. The current wording in the Constitution was included, in part, to allow units to include or exclude emeritus faculty, as appropriate, but has wrongly been used to justify excluding Career Track faculty. Making this change should provide better leverage to ensure more uniform practice across campus.

General Proposal 7 - Make the Constitution and Bylaws gender neutral throughout

Rationale: We made this change in UHAP (chapters 3 & 4) some years ago. Doing the same in the Constitution and Bylaws would send a positive signal of inclusivity.
REPORT TO FACULTY SENATE

FROM: President Robert Robbins http://president.arizona.edu/

DATE: August 3, 2020

ACCOMPLISHMENTS and UPDATES:

• In preparation for the fall semester, I continue to receive daily summaries of city, county, state, and national data related to COVID-19. Current data allows for cautious optimism. Key metrics include:
  o Arizona 7-day case average (trending down)
  o Number of cases in Pima county (trending down)
  o Number of deaths in Pima county (trending down)
  o Number of available ICU beds (trending up)
  o Number of available ventilators (trending up)
  o Rt, a key metric in how fast the virus is spreading, is below 1.0, meaning transmission is expected to slow

• The fall semester will begin as scheduled on August 24, with a mix of in-person and remote instruction. As announced, we will utilize an “on-ramp” approach. Last week's message to faculty and staff did not include specific dates for this on-ramp plan, and we received feedback from our students and families that this did not provide enough specificity for their planning. When we communicated with students last week, we included our current dates for the on-ramp plan. Our approach will continue to be informed by the epidemiology of COVID-19 in the regions surrounding our campuses, local healthcare capacity, and our ability to respond effectively to possible transmission on campus. The University will monitor these conditions closely and communicate any changes, ideally with as much notice as possible.

• As of Friday, July 31, 2020, Housing & Residential Life had 5,787 active housing applications with a total bed capacity of 6,600. Unfortunately, Housing & Residential Life has started to see a trend of students withdrawing their Housing applications, which is usually a key indicator of overall new student enrollment.

  The move-in process will require all residents to take a rapid antigen test in the McKale Memorial Center. Students with a negative result will be permitted to move into their assigned hall; students with a positive result will be encouraged to quarantine at home and offered a space in the isolation dorm if the student is unable to do so, where students will be monitored by Campus Health and have access to meal delivery. Following a minimum of 10 days of quarantine, Campus Health may release students to move into their regularly assigned halls.

• The FY21 budget allocations have been shared with Deans, Department Heads, and other University leaders. Along with our core values, the following guiding principles informed the process:
  1. Do no irreparable harm.
  2. Allow colleges and support units time to plan for possibly needed structural changes to position for the years to come.
  3. Consider fund balances.
4. Support highly ranked programs and colleges.

Due to the unusual circumstances of the pandemic, we agreed to use, for the first time, projected activity for the coming year to build the budget. We will review the budget in October and in March after census data is available and will reconcile to actuals and true up at least once during FY21. In the event revenue exceeds current projections, we potentially could decrease the length of the proposed Furlough and Furlough-Based Salary Programs.

- The General Faculty Financial Advisory Committee (GFFAC) was created with members appointed by Jessica Summers, Chair of the Faculty. Lisa Rulney and Liesl Folks have met with GFFAC and provided relevant data in order to collaborate regarding strategies and solutions to the University’s current budget crisis. I look forward to their presentation to the Faulty Senate today and to continuing to partner with shared governance groups as we approach the implementation of the furlough plan on August 10, 2020.

- Today I announced that the University has signed an agreement to substantially expand its online reach by acquiring the assets of Ashford University through a new nonprofit corporation, University of Arizona Global Campus, which was formed by, and will be operated in affiliation with, the University of Arizona. The mission of Global Campus will be to provide access to high-quality education to students everywhere in the world, including non-traditional adult learners. The University is guaranteed an upfront payment of $37.5 million and an income stream of over $225 million over the next 15 years. This decision was informed by input from a broad range of more than 200 stakeholders, including over 100 faculty from every college and more than 50 departments. Our main campus faculty will not be teaching or administering former degree programs from the former institution unless there is both mutual interest and opportunities. Arizona Online will continue unchanged. We will hold forums fall semester to answer questions and provide additional information.

- After thoroughly reviewing the demands submitted by the Coalition of Black Students and Allies (COBA), and under the direction of many of our colleagues with expertise in this area, I am allocating $1M of my budget to diversity and inclusion initiatives across campus. I recognize that we are currently facing extreme financial challenges at the University, and yet I also know that the needs in this area are urgent and critical. Priorities for this funding include:
  o Faculty hires through the Strategic Priority Faculty Initiative (SPFI);
  o Mental health and wellness support for marginalized students;
  o Diversity and inclusion education and training initiatives; and
  o Enrolling, retaining, and graduating Black students.

GOALS:

- As we prepare for the start of the fall semester, my goal is to ensure the University is prepared to reenter campus in the safest manner possible. This will involve maximally reducing transmissibility through widespread adoption of recommended public health measures (i.e. face coverings, hand washing, physical distancing, etc.). We are also committed to monitoring data in real time and respond nimbly and flexibly should present conditions change.
REPORT TO FACULTY SENATE

FROM: Senior Vice President for Academic Affairs and Provost Liesl Folks
https://provost.arizona.edu

DATE: 27 Jul 2020

ACCOMPLISHMENTS and GOALS:

- Continuing to work with ICS team and Colleges / Support Units on Campus Re-entry for 2020. All plans approved, subject to some requested edits. Asked leaders to post online for easy review / reference.

- Working with CFO Rulney on FY21 budgets for Colleges and Support Units

- Following a suggestion from the Faculty Senate, will host a series of biweekly chat sessions with faculty via Zoom, starting on July 30th at 3pm, with topic “Wildcats in the Classroom in Fall 2020 – What to Expect?” (https://provost.arizona.edu/content/provost-forum)

- Update on leadership searches;
  - First round interviews for the College of Science Dean search are in process.
  - Finalizing the CAST Dean search.
  - Finalizing the AVP-DEI search.
REPORT TO FACULTY SENATE

FROM: The Faculty Officers http://facultygovernance.arizona.edu/

DATE: August 3, 2020

ACCOMPLISHMENTS:

• Chair Summers convened the General Faculty Financial Advisory Committee (GFFAC), a General Faculty shared governance ad hoc committee charged to propose/support financial mitigation strategies that preserve jobs and value human capital with a focus on short-term borrowing, restructuring debt, and long-term borrowing options. The GFFAC met frequently throughout the month of July, with a variety of faculty governance groups, members of the financial sustainability task force working groups, the Provost and the Chief Financial Officer.

• In response to Senator requests for more opportunities for discussion and debate between meetings, the Faculty Officers/Faculty Center Staff have taken the following steps:
  o migrated the COVID19 Faculty Discourse Forum to a Faculty Discourse Forum (same site/function, now a non-COVID specific focus) wherein topics can be introduced, discussed, and debated by the general faculty; relevant to Senate, there is a “Lounge” feature within the site for Senators only to communicate with one another between monthly meetings. We envision this being a good place to introduce new policies / potential agenda items.
  o offered weekly “Senate Office Hours” from 4-4:50pm on Tuesdays; no agenda, just you, hosted by Jessica Summers, Michael Brewer, and/or Melanie Hingle

• the Constitution and Bylaws Committee have proposed a number of changes to the Faculty Bylaws that would clarify how and under what conditions Senate meets, among other issues. The package of proposed changes will be provided to all Senators via Qualtrics for voting on housekeeping items and for input toward a potential vote in September on items that are not housekeeping.

• the Senate Ad Hoc Committee on the MOU for Shared Governance met twice in July to advance the revision to the MOU to emphasize the following: Faculty need to be consulted in decisions that affect us; Faculty provide a checks and balance function through consultation; Faculty & Administration operate under a mutual agreement of open dialogue/communication and respect

• The Provost convened a Steering Committee to oversee the vetting and, as appropriate, implementation of a number of proposals related to data on and titling of faculty off the tenure track. This work is expected to improve our ability to do equity studies and also have more accurate information and appropriate, uniform titling for our Career Track faculty and others off the tenure track. The committee will be co-Chaired by Michael Brewer and Bill Neumann. For governance purposes, vetting of proposals related to faculty titling and definitions will go through the Ad Hoc Committee on Career Track Faculty before being brought to Faculty Senate.

GOALS:
SHORT-TERM
- Re-charge the Ad Hoc Committee on Career-Track Faculty to address pressing concerns and opportunities related to career track faculty over the coming year.
- Complete the work of the Senate Ad Hoc Committee on the MOU for Shared Governance, toward developing a document that can be endorsed by Senate and signed by Administration in September / October 2020.

LONG-TERM
- To ensure a successful, safe, and healthy return to campus life in Fall for all members of the UA community.
- To continue to broaden participation in shared governance to ensure that the University lives up to its values and supports its mission as we move ahead.
- To work with you to all that we, as a community, can do to save lives, support our most vulnerable community members, and increase faculty participation in all decision-making that affects our lives and the long-term health and well-being of all of us.

To Our Senate Colleagues: We remain grateful to you for your hard work, your input, your ideas and your continued engagement in shared governance. We continue to work to support the work of the University and to ensure the prominence of the Faculty voice.
REPORT TO FACULTY SENATE

FROM: Jennifer Lawrence, APAC http://apac.arizona.edu/

DATE: August 3, 2020

ACCOMPLISHMENTS:

APAC continues to address staff concerns related to campus reentry plans and WFH. Representatives on GFFAC are representing staff concerns related to furlough and anticipated budget shortfalls, as staff anticipate they will be disproportionately impacted by measures to mitigate losses.

At her invitation, APAC & CSC Chairs met with Vice President of Human Resources Helena Rodrigues and other HR leaders to discuss staff concerns related to furlough, work from home and campus reentry. Many staff across campus are perceive they have lack of transparency and little voice or choice in departmental and unit planning for reentry.

Reference this article that describes the staff position nationwide: https://www.theatlantic.com/ideas/archive/2020/08/colleges-are-deeply-unequal-workplaces/614791/

GOALS:

- Strengthen the voice of University & Classified Staff shared governance in decision making that directly impacts our careers and workplace climate.