

Strategic Planning and Budget Advisory Committee

Faculty Center
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Minutes

Wednesday, April 15, 2020

8:15-9:50am *via Zoom*

Present: B. Brummund (**Co-Chair**), S. Helm (**Co-Chair**), D. Ayoun, B. Berrellez, M.L. Brown, M. Burke, P. Dourlein, J. Florian, L. Folks, G. Heileman, S. Hess, M. Hingle, J. Hunter, J. Jones, I. Kron, D. Liverman, A. Miller (Proxy J.P. Roczniak), M. Miller, S. Moore, C. Ramirez, H. Rodrigues, L. Rulney, A. Schulz, R. Stephan, J. Summers, M. Taylor, M. Teemant, S. Troutman, K. Washington White, K. Whisman,

Absent: E. Cantwell, S. Keim, M. Tatum, B. White

Observers: A. Romero, J. Dudas, C. Henderson, R. Miller, S. Pawar, C. Sigurdson

Presenters: Lisa Rulney, Senior Vice President for Business Affairs and Chief Financial Officer
Dr. Michael Dake, Senior Vice President UA Health Sciences

Call to Order

Co-Chair Helm called the meeting to order at 8:17 am

Approval of the Minutes of April 1, 2020

The April 1, 2020 minutes were approved.

SPBAC Summer Schedule

Co-Chairs Helm and Brummund discussed with committee members continuing meetings of SPBAC into the summer. The committee will meet monthly on the first Wednesday of each month, from 9:00 to 10:30 a.m. Upcoming dates will be:

- May 6
- May 20
- June 3
- July 1
- August 5

Updates from the Financial Sustainability Emergency Response Taskforce: Lisa Rulney, Senior Vice President for Business Affairs and Chief Financial Officer

Rulney updated the committee on the work of the Financial Sustainability Emergency Response Taskforce and provided information regarding each of the individual workgroups.

Capital Projects, Debt & Investments Workgroup: Focused on constraining costs and supporting the ongoing UA mission as campus recovers.

Intercollegiate Athletics Workgroup: Identifies opportunities to reduce costs and attain competitive advantages to support ICA's mission.

New Opportunities Workgroup: Identifies new opportunities for competitive advantages going forward.

Operational Efficiencies Workgroup: Focused on finding cost cutting measures through economies of scale, efficiencies, and outsourcing related to administrative functions.

Strategic Plan Investments Workgroup: Identifies opportunities to support strategic plan while constraining costs.

Students Workgroup: Working on efforts to diversify how students engage and help students succeed in their studies.

Workforce Workgroup: Rulney outlined that personnel expenditures account for 62% of annual expenditures and constitutes the University's greatest expense. She also stated delaying merit programs until 2021 is being considered and the mechanics of a furlough program are being created. Vice President and Chief Human Resources Officer, Helena Rodrigues, will have more information in two weeks.

Rulney gave committee members an overview of sources of UA revenue and stated a \$60-350 million revenue shortfall is projected.

Members discussed support of Athletics with Rulney. She stated the University has a contractual obligation for coach's salaries and that athletics is largely covered through its own revenue and donations with student fees covering capital improvements.

Rulney provided more information regarding furloughs, stating furloughs must be approved by ABOR and the executive team is anxious to communicate about developments. She expects to analyze information related to this topic once available in two months in order to develop a model of support functions for UA. Committee members urged the implementation of furloughs by rank and compensation.

Discussion Topic: Update from Health Sciences (AHS, Banner, COVID-19): Dr. Michael Dake, Senior Vice President UA Health Sciences

Dake presented updates to the committee regarding developments with health sciences. Regarding Banner, he provided information on potential changes to the governing board (AMC). AMC has consisted of equal membership from UA and Banner. The proposed change would add a board member from Banner and give Banner a majority. He highlighted both Banner and UA's commitment to the 30-year partnership and spoke about success in collaborating on COVID-19 response and personal protective equipment.

Dake provided information regarding revisions to the faculty compensation plan, indicating before any new plan can be implemented, it must be approved by AMC. He also updated the committee on transitioning UA faculty to Banner employment, stating this could not take place after reviewing Academic Affiliation Agreement (AAA) requirements.

He also gave an update about the Phoenix Cancer Center and potential for partnership changes. The center is the only NCI cancer center in the state and work is in progress to renew the grant with NCI. Dake stated clinical partnerships will be addressed in the renewal. Dake informed the committee strategic initiatives and funding initiatives have been paused through June 30.

Dake presented details of efforts to support students, faculty, and staff during the COVID-19 crisis. He provided information regarding antibody testing, re-entry to campus, and efforts to contain the outbreak. He stated a commitment to testing all faculty, staff, and students and described a pending announcement about a partnership to provide tests to healthcare workers across Arizona. A roll-out of testing to the larger population will occur after testing of healthcare workers. He described involvement with efforts to manufacture test kits to be supplied to Banner, Pima County, and Native American Tribal Organizations. Dake indicated there will be communication regarding testing availability and it will be supplied on a first-come, first-served basis with a random population group.

Regarding the back to campus testing plan, Dake informed the committee, the plan for students was being formulated. The opportunity for testing will be in place before out of state students return to campus. Students who are unexposed to COVID-19 may have to wear protective equipment. He also expressed vulnerable populations will have masks provided by UA and students who do not have antibodies will have to practice enhanced protections.

Discussion Topic: Proposed 7.5 Week Bi-mester classes: Jessica Summers, Chair of the Faculty

Summers solicited feedback from the committee regarding a proposal to switch fall classes to a 7.5 week-long bi-mester system. She stated the idea was based on information that may students may not be able to return to campus and this proposal would allow students to return at different start points (high risk groups, international students who cannot get visas). The 7.5 week bi-mester would mean alternative instruction for first 7.5 weeks if it is recommended students not return to campus.

Committee members expressed concerns and asked questions including:

- Not all courses can be taught over 7.5 weeks. Summers indicated guidelines would need to be developed regarding which courses can be broken up over 7.5 week periods.
- Financial auxiliary units will be effect if classes are not face-to-face.
- Members expressed concerns this may confuse students and many do not realize the additional work of a truncated class format. Summers indicated the student course load may be shifted/reduced.
- Full semester classes (esp. labs) could be kept but divided into two portions with specific guidance.

Members indicated despite the challenges, the proposed change would receive buy-in from faculty, students, and parents if positioned as a way to keep UA financially healthy.

Updates

President Robbins

Robbins updated the committee on the Banner negotiations and discussion regarding desires to redo AAA. He indicated there will be an upcoming townhall event for all staff on Friday, April 17, 2020; 1-2pm. President Robbins stated he is inclined to open the campus for Fall semester and hopes to announce a plan by May 1.

Liesl Folks, Senior Vice President for Academic Affairs and Provost

Folks updated the committee on the workgroup for campus re-entry and gave an overview of contributions from the College of Public Health. The goal of the workgroup is to collect best practices and ideas in order to build a campus re-entry plan. Folks expressed optimism in regard to groups returning to campus and resuming research activities. However, she stated high risk individuals may not be able to return to campus immediately.

Adjournment

The meeting was adjourned at 9:54 am.