

Strategic Planning and Budget Advisory Committee

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Minutes

Wednesday, December 2, 2020
8:15-9:50am *via Zoom*¹

Present: B. Brummund (**Co-Chair**), S. Helm (**Co-Chair**), M. Abecassis, D. Ayoun, B. Berrellez, E. Cantwell, E. Cheu, S. Colina, P. Dourlein, J. Duran, J. Florian, L. Folks, G. Heileman, J. Hunter, J. Jones, A. Miller, I. Moore, S. Moore, G. Perry, C. Ramirez, L. Rankin, H. Rodrigues, L. Rulney, S. Sen, T. Singleton, R. Stephan, M. Taylor, S. Troutman, B. White

Absent: L. Benson, S. Keim, D. Liverman, J. P. Rocznik, J. Summers

Observers: J. Dudas, C. Henderson, J. Jensen, J. O'Neil, R. Miller, S. Pawar, A. Romero

Presenters: Jane Hunter, Vice President for Strategic Initiatives; Michael Worobey, Department Head, Ecology and Evolutionary Biology; Alexandra Robie, Project Director, Office of University Initiatives

Liesl Folks, Senior Vice President for Academic Affairs and Provost; Brent White, Vice Provost, Global Affairs; Craig Wilson, Vice Provost, Online and Distance Education; Steve Moore, Senior Vice President, Chief Marketing/Communications Officer

Call to Order

Co-Chair Helm called the meeting to order at 8:16am

Approval of the Minutes of November 18, 2020

The minutes of November 18, 2020 were approved.

Presentation and Discussion: COVID-19 testing Spring 2021

Jane Hunter, Vice President for Strategic Initiatives; Michael Worobey, Department Head, Ecology and Evolutionary Biology; Alexandra Robie, Project Director, Office of University Initiatives

Hunter presented to the committee regarding COVID-19 testing progress throughout the fall semester and planning for the spring semester. Hunter said there would be ongoing antibody testing. Hunter presented recommendations for spring testing and said antigen tests were appropriate because of rapid results, especially for students in dorms. She added a normal balance of testing would mean a shift to

¹ Questions asked on chat that remained unanswered during the regular meeting were forwarded to the relevant presenters for follow-up reports and answers. Presenters' resulting answers are marked as "follow-up" in the minutes.

PCR saline gargle (SG) tests and, due to capacity issues, there would initially be a mix of both SG and nasopharynx swab tests.

PCR Saline Gargle (SG): Worobey presented information regarding PCR saline gargle (SG) testing and provided an overview of the steps for conducting a SG test.

Worobey presented advantages of the SG test including:

- Cost of supplies and lab personnel was less than half compared to antigen tests
- Same day or next day delivery of results
- Improved collection process with minimal supervision required for self-administered tests provided a tool for masked testing at the University

Test Sites: Hunter said details of test sites were being worked out. She presented information about test sites and said there will be main sites in addition to add-on antigen sites during testing blitzes. She said that during normal surveillance testing, there will be a mix of the main sites plus distributed SG sites. Hunter also said there will be dedicated sites adjacent to main sites for CATS antibody testing.

Wildcat Wellcheck: Hunter said the Wildcat Wellcheck had not been adopted at the level desired. She said that, in order to check-in at a test site, individuals would have to use an integrated site that shows a photo, QR code, and if the individual had completed Wellcheck. She said Wildcat Wellcheck was integrated with registration and results delivery.

Mandatory Surveillance Testing: Robie presented information regarding mandatory surveillance testing. Details included:

- Mandatory weekly testing for dorm students (roughly 5,000 per week, assigned Monday/Tuesday or Wednesday/Thursday test days)
- Mandatory weekly testing for off-campus students spending time on campus (roughly 7,500 per week, assigned Monday/Tuesday or Wednesday/Thursday test days)
- Opt-in testing for employees spending time on campus (roughly 2,500 per week, testing any day of the week)

Robie added that spikes in cases would lead to increases in testing.

Compliance and Exemptions: Robie said registration holds were explored as a possible way to encourage compliance but were determined to be too devastating. She said that access to University Wi-Fi networks was determined to be an appropriate compliance measure. Robie also reviewed possible exemptions.

Hunter concluded the presentation with next steps including:

- Wrap-up SG validation study
- Conduct PCR SG pilot on December 7-17, 2020
- Order SG supplies for large-scale testing
- Evaluate options for add-on sites and walk-up sites
- Finalize compliance and exemption guidance
- Expand and train team (test sites, compliance)
- Communications

Presentation and Discussion: Strategy and Branding for UA Online/Distance/Global and UAGC
Liesl Folks, Senior Vice President for Academic Affairs and Provost; Brent White, Vice Provost, Global Affairs; Craig Wilson, Vice Provost, Online and Distance Education; Steve Moore, Senior Vice President, Chief Marketing/Communications Officer

Folks introduced presentations from White and Wilson regarding the direction of global and online operations and how the University of Arizona Global Campus (UAGC) would fit. She said a joint academic advisory plan was not yet in place and effort was needed to ensure a smooth transition.

University of Arizona Global: White presented to the committee about the objectives and key results for University of Arizona Global. White presented four main goal categories for Global and supporting details, these included:

- A top destination for talented international students:
 - 15% of international students overall
 - 10% undergraduate student body overall
 - 25% graduate student body international
- Unparalleled support for international students:
 - 95% satisfaction rate/would recommend
 - 95% retention
 - 95% employed or in graduate school within 12 months
- A leader in study abroad:
 - 1,200 students on faculty-led programs
 - 1,200 students at UA sites
 - 600 inbound and outbound exchange students
- Deliver high-quality education to the world:
 - 5,000 students at microcampuses
 - 5,000 Global Direct students
 - 2,000 enrolled in UArizona Global Academy

International Admissions: White presented that international admissions had been growing and were on track to increase significantly until the pandemic. He stated that enrollments were down by 780. He added that current international enrollment had more than double the number of applications and was optimistic about the future. White also provided information about partnering with the Graduate College to recruit international students.

Global Education: White presented information on the two methods of global education: microcampuses and Global Direct. He defined a microcampus as a UA Global location on the campus of a partner university (40 total) or in a purpose-built student accommodation (51 total) or at a co-worker location (600 total). White stated there were 37 different dual degree programs, over 60 stand-alone degrees, and ESL was coming soon. White reinforced that a microcampus was a global location not a mode of delivery. White presented details of microcampus enrollment growth since 2015. White presented Global Direct fall 2020 student credit hours by college and added over 3,000 credit hours were offered and \$1.3m in revenue was generated.

Study Abroad: White said study abroad programs at the University had historically underperformed compared to peers. White shared pandemic impacts on study abroad including the decline in students studying abroad from 1,295 in 2018-19 to 25 students in 2020-21. White stated he thought there would be 700 students abroad in 2020-21 and anticipated strong long-term growth.

Revenue: White shared the UA Global the FY2021 gross revenue to UA forecast by activity. Gross revenue activities spanned international admissions, global education, international student services,

study abroad, international faculty & scholars, passport office and totaled \$68m. He said UA Global Revenue share was \$5.3m or 7.7%. White also presented the UA Global FY2021 revenue by region forecast.

UA Global Campus: Wilson presented the mission and vision statement for online and distance education. He stated the roadmap for UA Global Campus included:

- Goal 1: Transform Education
- Goal 2: Broaden Access
- Goal 3: Resource the future and become a net positive for the institution while adding resources overall

Wilson presented details of the UA Global Campus growth trajectory and said there were 476 undergraduate students and 1,626 graduate students in fall 2016. He added that in fall 2020 there were 3,821 undergraduate students and 2,826 graduate students. Wilson said that with close collaboration with the graduate college there could be further growth and he was working with Andrew Carnie, Dean of Graduate Education.

Meeting the Needs of Digital Distance Students: Wilson presented details of distance education enrollment and stated the importance of having infrastructure in place to meet online learning needs during the pandemic. He stated the pandemic opened the door to opportunities for hybridized learning.

Adaptable Learning Model for Online and Distance Students: Wilson presented five learning model options ranging from online, online +, hybrid, onsite, and on campus. He said online + allowed for maximizing curriculum and allowed for synchronous delivery online or on campus.

Enrollment Goals: Wilson presented spring 2020 enrollment goals and stated Global Campus was about 1 year ahead of plans with a total of 5,652 students (3,165 undergraduate students and 2,487 graduate students). He stated there was potential to grow on a larger scale due to the University of Arizona name. Wilson also provided details of partnerships which could potentially be impactful to spring 2021 enrollment. These included the US Naval Community College partnership and JP Morgan Chase partnership.

60-Year Curriculum Perspective (60YC): Wilson presented about the need to develop education models to cover the lifespan of an average person in the US. Details included the digital economy (lifelong learning, lifelong education), stackable credentials (digital badges, undergraduate and graduate certificates), and university adoption.

OmniDesigned Courses: Wilson presented information about courses that could be built once and optimized for delivery via different methods. He gave an example of traditional classes that could be offered via online, hybrid, and on campus methods and also unpacked to be offered as non-credit offerings or licensed to UA Global.

HSI Online Education Partnerships: Wilson provided information about assisting other Hispanic Serving Institutions (HSIs) with setting up infrastructure for online education.

Co-Chair Helm asked, if we were to define how each of initiative supports UA overarching goals, how each of them defines their market (to avoid cannibalization etc.), how could they fit together, and how could that facilitate the discussion on strategic planning? Folks responded that this got to the heart of discussion on omnidesign of courses and thinking about delivery of content on five platforms. She expressed the need to grow CAPE. Folks added there was need to help people at the department and faculty level to think through building curriculum and maximize investment for deployment across as

many platforms as possible. Folks stated she was working with Melanie Buckner and a team in OIA to work out how to support faculty during instructional design phases.

The committee co-chairs asked how UA Global fit with UA Online, UA Distance, main campus, and UAGC in regard to pricing and if there were scenarios regarding how UAGC could be developed or merged in the future. Folks replied that the University was at the beginning stages of thinking about how UAGC might be integrated. White responded with information regarding the pricing of UA online in relation to international universities and said UA had a small percentage of international students online due to pricing. He stated that the institution had begun pricing differently for UA Global through colleges to determine cost per credit hour.

Committee member Troutman commented that there was still confusion regarding the financial impact to the University in terms of the \$20-25m profit from the initial acquisition of Ashford. She also asked if funds from that transaction would be invested in main campus. Folks responded that SPBAC feedback indicated investments in student scholarships were a priority.

Committee member Stephan expressed the need to ensure that when delivering across multiple platforms, teaching is treated as equally important. He added that students in different locations may have different backgrounds and there was need to separate out pedagogically. Folks agreed and stated the need to be aware of how cultures come together in the classroom.

Co-Chair Helm asked how the committee could best provide assistance with moving forward with Ashford. Folks responded there were still structural changes to get through including the transition from RCM to AIB that would align the model with the five delivery platforms. She expressed the hope that through this process faculty and staff would develop a better grasp of how funds flow and what strategic priorities to focus on.

Branding: Moore stated there was a working team from Zovio, Ashford, and the University that had been working for two months on branding. He stated the UAGC website is was working in a way that was familiar but different from UA Online and UA Global and involved different fonts and photos. He stated it was agreed UAGC would use the "A" but it would look differently from main campus logos.

Moore said he assumed confusion would happen and a contact center was setup to aid students by asking questions to properly route them to the right resources. He said there was no chance that a student would be put in the wrong program or would be confused about which courses they were taking. Moore added the contact center would run for 90 days.

Moore said he was working to try to maximize SEO and SEM to ensure growth. He added that he did not know the ways that having UA Global Campus might affect searches for the University.

Adjournment

The meeting was adjourned at 9:53 am.