

## Strategic Planning and Budget Advisory Committee

Faculty Center  
1216 E Mabel PO Box 210456  
621-1342 (Fax: 621-8844)

[facultycenter@email.arizona.edu](mailto:facultycenter@email.arizona.edu)

### Minutes

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

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, D. Liverman, A. Miller, I. Moore, S. Moore, G. Perry, C. Ramirez, L. Rankin, L. Rulney, T. Singleton, R. Stephan, J. Summers, M. Taylor, S. Troutman, B. White

Absent: L. Benson, S. Keim, J.P. Roczniak, H. Rodrigues, S. Sen

Guests/Observers: C. Henderson, M. Hingle, R. B. Jeffrey, R. Miller, J. O'Neil, A. Romero, L. Schulz

Presenters: Elizabeth (Betsy) Cantwell, Senior Vice President, Research and Innovation

### **Call to Order**

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

### **Approval of the Minutes of December 2, 2020**

The minutes of December 2, 2020 were approved. Members were asked to provide feedback to the co-chairs regarding the level of detail the minutes should contain.

### **Compliance Mechanism for Student Testing**

Provost Folks commented about the discussion at the December 7, 2020 Faculty Senate meeting regarding restricting access to UA WIFI in order to ensure compliance with weekly testing of students. Folks informed the committee that two commonly deployed compliance mechanisms at other institutions included access to buildings and access to WIFI. Committee members added that restricting WiFi will not affect students who can afford to purchase a hotspot for connectivity and registered additional concern about punitive measures.

### **Presentation and Discussion: Financing the Research Mission**

#### **Presenter: Elizabeth Cantwell, Senior Vice President for Research & Innovation**

Cantwell presented to the committee regarding components of funding the University of Arizona research mission and also topics for future discussion. She gave an overview of past approaches to the UA research administration and relevant history. Cantwell presented information about the ITHAKA report of senior research officers and challenges associated with the evolution from a service to a professional model.

Cantwell presented an overview of the structure of UA Research & Innovation. She informed the committee regarding details of research organizations and said that operations for research, research development, and innovation were all separate organizations.

Cantwell reported information about the existing RII faculty committees that serve various components of RII. She said committees associated with the research cores were being reinvigorated. Cantwell said a RII faculty advisory committee charged with advising the SVP for Research and Innovation would begin in January 2021. The committee will consist of 15-20 people. Members commented about elected faculty members on the advisory committee.

Cantwell stated the funding model that has been developed funds the central research organization through the same mechanisms as everything else and was highly dependent on base tuition revenue. She presented information about F&A and stated F&A only returns to the University as research is executed. She said F&A and NTR are generally bundled by the University for budgeting purposes.

Cantwell presented information about the \$11m RII development fund and said the budget has been flat since 2015 while the research portfolio and compliance needs had increased. She stated increases in legal fees associated with compliance matters could be a topic for a future discussion. Cantwell updated the committee on TRIF. She discussed pivoting decade-long funding to meet COVID-19 mandates and provide a small amount of strategic support for new research. Cantwell said the new year-on-year ABOR approval method for TRIF was fundamentally different, but TRIF was not going away.

Cantwell delivered information about the research space and facilities strategic plan including project goals and priority buildings. A project planning committee, steering committee, research advisory committee, and a facilities committee were in place for the project. The project will be done in conjunction with campus planning activities.

Cantwell shared goals for the RII unit including anticipating and preparing the UA for future challenges and opportunities; expanding impact and influence of the University in the world; and strengthening creativity, resilience and sustainability. She highlighted planning for diversity and inclusivity and expanding partnerships. Cantwell discussed the importance of ensuring compliance, the financial implications, and risks of non-compliance. She also stated outreach was a priority.

Cantwell concluded by saying TRIF and the central budget were at risk. She said awards were going up nominally 10%, but the ability to execute them had gone down. F&A collections will stay flat this year.

The committee discussed with Cantwell research priorities, support for students in the research experience, and the necessity of interdisciplinary collaboration. Cantwell indicated she wanted to engage with SPBAC in January regarding F&A models.

## **Non-COVID-19 Senior Leadership Updates and Updates on Re-entry**

### **Liesl Folks, Senior Vice President for Academic Affairs and Provost**

Folks expressed the need for a strong focus on the retention and completion of undergraduate students. Recent data from UAIR on the increase in rankings was due to a change in how the model was constructed rather than an improvement in outcomes compared to peer institutions. She said UA did improve in outcomes, but peers improved more. Folks said a memo was sent regarding restructuring of undergraduate oversight mechanisms. Folks said Greg Heileman would be promoted in January to Vice Provost for Undergraduate Education. The General Education office will be under Heileman and will be headed by Susan Miller Cochrane. She added Cynthia Demetriou and Heileman would both be moved under Gail Burd, Senior Vice Provost for Academic Affairs. Folks updated the committee regarding her work with CAC to separate it into two entities, one of which would focus on undergraduate education and the other

on graduate education. She hoped to have the two committees in place by the beginning of January. Folks said she was partnering with Cantwell to grow the number of undergraduates in research labs in order to expand experiential learning opportunities.

**Lisa Rulney, Senior Vice President and Chief Financial Officer, Business Affairs**

Rulney updated the committee regarding the status of the reimagining campus safety partnership. She said the focus group sessions had been completed and a report was anticipated by the end of the year. Rulney said a similar type of assessment was about to begin for environmental health and safety. Rulney shared information about preparations for the Joint Committee on Capital Review (JCCR). She said five projects were being brought forward and JCCR approval was necessary before the process to begin bond sales could be initiated. The projects to be brought forward included deferred maintenance projects for the Applied Research Building, Old Chemistry renovation, the Grand Challenges Research Building, and associated research infrastructure projects. Rulney encouraged employees to continue working remotely if possible and asked committee members to assist in conveying that message.

**Jessica Summers, Chair of the Faculty**

Summers informed the committee regarding the status of the Committee of Eleven survey results. She hoped to have the results available by the end of the semester.

**Tara Singleton, ASUA President**

Singleton clarified her views on the use of WIFI access as a testing compliance tool. She emphasized her concerns regarding issues and rhetoric surrounding communications and testing while also expressing the need for compliance. Singleton said she worried restrictions to WIFI could hinder testing efforts. She added the ASUA election was in the spring.

**Adjournment**

The meeting was adjourned at 9:50 am.