

## Strategic Planning and Budget Advisory Committee

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### Minutes

Wednesday, February 3, 2021  
8:15-9:50am *via Zoom*

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

Absent: L. Benson, E. Cantwell, S. Keim, S. Moore, C. Ramirez, J. P. Roczniaak, S. Sen, T. Singleton, M. Taylor

Guests/Observers: S. Cederburg, R. Hammer, F. Matuk, R. Miller, J. O'Neil, S. Pawar, A. Romero

Presenters: Lisa Rulney, Senior Vice President for Business Affairs & CFO  
Liesl Folks, Senior Vice President for Academic Affairs and Provost

Jane Hunter, Vice President, Strategic Initiatives  
Garth Perry, Vice President/Chief Budget Officer

Barry Brummund, Chief Information Officer, UITs  
Kelly South, Senior Director, Marketing / Communications, UITs

### **Call to Order**

Co-Chair Helm called the meeting to order at 8:15am

### **Approval of the Minutes of January 20, 2021**

The minutes of January 20, 2021 were approved.

### **Presentation and Discussion: Updates on RCM / AIB**

**Lisa Rulney, Senior Vice President for Business Affairs & CFO**

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

**Garth Perry, Vice President/Chief Budget Officer**

Rulney, Perry, and Folks presented to the committee an update on progress toward the new AIB budget model and strategic plan initiatives. During the Fall 2020 semester, guiding principles feedback was incorporated, data from a survey conducted by the Office of the Provost was compiled, and the initial charter and staff working group was formed. Feedback on the principles of AIB was summarized into a conceptual design of major themes.

Under the current RCM model student credit hours were allocated in a complex process that looked at both instructor home department and instructor funding source. The proposed change under AIB would treat all course revenue the same, regardless of delivery platform and assign student credit hours by

course owner. Rulney stated this would eliminate the exception list which applied to 71 of the 21,500 unique instructor entries from fall semester. There will be opportunity for colleges and departments to develop MOUs for joint hires or cross-listed courses and splits could still be managed outside of AIB. Folks stated that all delivery platforms will be moved to AIB and all revenues would be distributed through the model. She added each platform will have its own pool, making it easier to understand sources of revenue. Folks stated the objective of normalizing instruction across platforms including terms of instructor assignments. She added this would allow department heads some freedom to assign instructors to different platforms.

Perry stated it takes two full-time employees three weeks to run the current RCM model due to its complexity. He added the AIB model will be more efficient. A committee member expressed the need for a simulation of AIB in order to plan for adjustments under the new model. Rulney said a simulation was planned for this spring and impacts of the new model would be shared.

Folks shared with the committee that funds will still flow to colleges and colleges would decide how to incentivize outcomes. She added that there would be efforts to work with colleges to ensure there were activity-based distributions of some kind.

Rulney concluded the presentation with forthcoming decision topics including: F&A, gross and net tuition/net tuition pools by delivery platform, degrees and majors, graduate net tuition, functional budgeting, and taxes and space.

#### **Strategic Plan Financial Sustainability Update**

**Jane Hunter, Vice President, Strategic Initiatives**

**Garth Perry, Vice President/Chief Budget Officer**

Perry stated the Financial Sustainability Taskforce has reconvened to look at FY22, FY23, and FY24. The scope and charter of the group is being reviewed. He stated the group will be examining each strategic pillar through subcommittees. Hunter added funding for some initiatives will have to be reviewed to determine if they will continue to be funded at the current level.

#### **Presentation: 2020 IT Operating Review**

**Barry Brummund, Chief Information Officer, UITS**

**Kelly South, Senior Director, Marketing / Communications, UITS**

Brummund and South presented information regarding the recently released FY20 IT Annual Report. The report covered information ranging from projects of the IT workforce to operating metrics. Brummund highlighted the profound effects of COVID on IT at the University, detailed the organizational structure of IT departments, both customer-facing (UAIR, Student & Academic, Research, Campus IT Partnerships, Administrative) and foundational (Security and Infrastructure Service, Network). Critical IT services provided during the pandemic included those for community and health, research, instruction and learning, and operations and support. \$400,000 a year in TRIF funding was allocated to acquiring and operating supercomputers at the University and each faculty member was allocated 113,000 hours of supercomputing. According to Brummund, the research conducted on the University's supercomputers totaled \$212m worth of direct expenditure.

Brummund provided information on supporting student success through technology through extensive Zoom use during the pandemic. He detailed the institutions' Zoom usage stated there was a 494% increase in campus Zoom sessions in FY20 with roughly 175,000 meeting participants during the course of a day.

Brummund gave details and accomplishments of the Trellis implementation project, including the scheduling of nearly 50,000 online advising appointments between students and advisors. The open

rate for emails sent through Trellis was nearly 50%. He also provided information regarding changes in the administrative technology area including the implementation of gender self-identification and preferred pronouns and efforts to address student connectivity in parts of the state. Brummund detailed information security work carried out by IT and the benefits they had on public health decision-making. Additionally, 2.6m spam emails were blocked on a daily basis. There were 5,000 users of the University's data warehouse and dashboards.

IT services were provided at UA utilizing 40% fewer staff in comparison to peer institutions.

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

#### **Sabrina Vasquez,**

Vasquez updated the committee on the status of a bill introduced at the request of ASU to allow all university hires going forward to have the option of selecting the Optional Retirement Plan (ORP). Currently a segment of the UA population can only select the ASR. She added the bill had not yet been heard by committee. According to Vasquez, the committee chairman was also the bill sponsor. She added, because the bill has not been heard by committee, this may indicate the sponsor/chairman feels he does not have the votes for the bill to pass. The committee hearing deadline was extended by an additional week. Vasquez said if the bill is not heard this week or the following week it is considered dead. However, if it was heard, the process of reaching the Governor's desk would take about two months. She stated it will be known by June if it passes.

#### **Adjournment**

The meeting was adjourned at 9:54 am.