

Strategic Planning and Budget Advisory Committee

Faculty Center
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Minutes

Wednesday, April 7, 2021
8:15-9:50am **via Zoom**

- Present: B. Brummund (**Co-Chair**), S. Helm (**Co-Chair**), M. Abecassis, B. Berrellez, E. Cantwell, E. Cheu, S. Colina, P. Dourlein, J. Duran, J. Florian, L. Folks, G. Heileman, M. Hingle, J. Hunter, J. Jones, D. Liverman, I. Moore, S. Moore, G. Perry, L. Rankin, L. Rulney, S. Sen, R. Stephan, M. Taylor, S. Troutman, B. White
- Absent: D. Ayoun, L. Benson, S. Keim, A. Miller, C. Ramirez, J.P. Roczniaak, H. Rodrigues, T. Singleton
- Guests/Observers: J. Dudas, C. Henderson, H. Jensen, J. O'Neil, S. Pawar, A. Romero, P. Scott
- Presenters: Betsy Cantwell, Senior Vice President, Research and Innovation

Garth Perry, Vice President/Chief Budget Officer; Liesl Folks, Senior Vice President for Academic Affairs and Provost; Lisa Rulney, Senior Vice President for Business Affairs and Chief Financial Officer

Call to Order

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

Approval of the Minutes of March 17, 2021

The minutes of March 17, 2021 were approved.

SPBAC Co-Chair transition/re-appointment

SPBAC Co-Chairs Helm and Brummund announced they are seeking an additional 1-year term in their roles. Members with voting privileges will vote via Qualtrics on this topic.

Presentation and Discussion: Embracing complexity in furthering the research mission (Presenter: Betsy Cantwell, Senior Vice President, Research and Innovation)

Cantwell informed the committee on the current state of research at the University. She said approximately 85% of research costs are covered by awards. The focus for research development at the institution has been largely on individual PI support and internal partnerships. She added support staff have faced stagnant pay and support budgets have not increased in recent years.

Cantwell presented on challenges such as the current RCM model approach to research; infrastructure and development cannot scale with research growth; and increased demands and oversight from federal agencies. Cantwell presented expenditures and F&A recovered by colleges for FY2011-21 in

addition to F&A income from FY2019-20. The largest growth areas in F&A were in Engineering (14%), COM-Phoenix (34%), Pharmacy (16%), and SBS (10%).

TRIF challenges were described by Cantwell, including annual legislative approval, uncertainty in revenue projections, inability to confidently make multi-year plans and commitments, and increased scrutiny focused on economic impacts of TRIF investments. FY2022-26 TRIF focus areas included health futures, space exploration and optical sciences, resilience science and technology, access and workforce development, national security systems, and innovative technology for the Fourth Industrial Revolution. Cantwell shared HERD goals/projections and outlined the path forward including developing robust donor and industry-based strategies; changing the research infrastructure support model; focusing on larger and more complex research programs that yield higher return on investment; and developing the AIB model to support research growth.

Presentation and Discussion: Update on AIB

(Presenters: Garth Perry, Vice President/Chief Budget Officer; Liesl Folks, Senior Vice President for Academic Affairs and Provost; Lisa Rulney, Senior Vice President for Business Affairs and Chief Financial Officer)

Perry provided a review of the design decision request related to student credit hours (SCH) and details included: consistency in assignment by delivery platform; assignment by course owner; removal of the exception list; and reporting to be offered outlining where course owner and instructor's primary home department differ. Perry discussed information about undergraduate net tuition revenue including gross tuition presented; institutional aid classified (by merit, need, policy); and allocations defined by delivery platform. He stated all undergraduate NTR is currently pooled and under the AIB model it is proposed to expand the budget model to all delivery platforms. Perry added each delivery platform may be responsible for its own aid and the same revenue sharing metrics/distributions logic may be applied to all platforms. He added in regard to degrees awarded the majors completed will replace majors enrolled and time to completion will be a KPI but not included in the AIB metric. In terms of General Education, Perry said there was an attempt to call out General Education courses to potentially distribute the dollar per credit hour at a different rate. He provided other details regarding General Education including management/oversight to be a support unit with possible metric (not in revenue sharing formula) and foundation courses to be considered as General Education courses.

Regarding graduate NTR, Perry informed the committee graduate delivery platforms would mirror undergrad, but without pooling of NTR. Revenue sharing and metrics would be uniform among delivery platforms and graduate tuition scholarships/Responsibility Center waivers would be reconsidered as part of the revenue sharing formula. He added revenue sharing would replace taxes and space would be removed from the model to be replaced with new management oversight processes. Perry concluded with an update of forthcoming decision topics including F&A, degree counting methodology, non-academic course owner methodology, revenue sharing with local sources, and functional budgeting.

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

Liesl Folks, Senior Vice President for Academic Affairs and Provost

Folks updated the committee on an upcoming memo to be sent with Andrea Romero regarding work with all college deans to implement a UArizona-wide protocol for promotions and pay raises. She added having all colleges in alignment would allow for a standard of promotional pay raises.

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

Rulney updated the committee on the state of the University's credit ratings (S&P: AA- and stable; Moody's: AA and negative). She added the University was near the point of selling bonds for the Old Chemistry Building renovation.

Betsy Cantwell, Senior Vice President, Research and Innovation

Cantwell stated the next SPBAC meeting may bring discussion of new awards.

Shilpita Sen, GPSC President

Sen updated the committee on GPSC events including: the final round of Grad Slam. She stated each of the finalists will give 3-minute presentations about their research. She added GPSC was holding financial literacy and career preparation workshops in conjunction with the Graduate Center.

Andrea Romero, Vice Provost, Faculty Affairs

Romero updated the committee on a presentation she delivered regarding the harmonization of career-track titles. She stated there will be more communication to faculty about the topic. She added updates to guidelines for 5-year administrator reviews had been sent out along with an email containing information for those requesting professor emeritus status.

Melanie Hingle, Vice Chair of the Faculty

Hingle updated the committee regarding the discussion of General Education at the April 5, 2021 Faculty Senate meeting. She stated the Faculty Senate voted on the process by which faculty are engaged in the Gen Ed. implementation. The motion passed the Faculty Senate vote. Hingle expressed concerns from the faculty perspective regarding the General Education program timeline.

Adjournment

The meeting was adjourned at 9:50 am.