Minutes
Wednesday, September 1, 2021
8:15-9:50am via Zoom


Absent: J.P. Roczniaik, M. Taylor, N. Vega, B. White


Presenters: Barry Brummund, SPBAC Co-Chair; Greg Heileman, Vice Provost for Undergraduate Education; Jim Florian, Vice Provost, Institutional Planning and Analysis; Garth Perry, Vice President/Chief Budget Officer

Call to Order
Co-Chair Helm called the meeting to order at 8:19 a.m.

Approval of the Minutes of August 4, 2021 and August 18, 2021
The minutes of August 4, 2021 were approved with 2 amendments. The minutes of August 18 were approved with 1 abstention.

Presentation and Discussion: Gen Ed Refresh – Budgetary Implications
Presenters: Greg Heileman, Vice Provost for Undergraduate Education; Jim Florian, Vice Provost, Institutional Planning and Analysis; Garth Perry, Vice President/Chief Budget Officer

Heileman gave an overview of the Gen Ed refresh for Spring of 2022. The required credit hours (CH) will go from 39 down to 32 for core classes. On average, there is a net of 36 general education CH when exceptions are accounted for. In order to graduate, students must have 120 total CH. Many programs, when adding all credit hours, will not exceed 120 so students have the freedom to add more courses to reach the goal. If programs exceed 120 CH, they can use this to reduce the overall program CH. UArizona has a flat tuition model so any credit hours above seven (in-state) or twelve (out-of-state) will not change what a student pays. Courses are weighted more evenly. Florian explained that indexing will not be happening anymore. The goal is to help students and UArizona by not making students take excess credit hours that UArizona is not collecting tuition on. Co-Chair Helm asked to see the data on the number of students that take these excess courses. Heileman explained that there is data on the number of excess CH that are generated at the time of graduation, but it is unknown how many of those are paid for. A committee member asked about the possible structural inequity for those students that graduate
in three years instead of the normal four. Heileman asked for feedback in the chat. He clarified that the number of CH reduced has been even in each area; students must take an equal number of courses in each area to satisfy requirements. Perry explained that their group is tracking general education hours to see if things change over time and they will adjust as necessary.

**Presentation and Discussion: Planning Office – ABOR Goals/Metrics & Benchmarking**  
**Presenter: Barry Brummund, Co-chair SPBAC**

Co-Chair Brummund explained how ABOR works with UArizona to come up with goals, and the metrics that are used to evaluate those goals. The four metrics that were discussed are undergraduate enrollment, graduate enrollment, research and development expenditures, and first-time full-time retention.

- When looking at enrollment, the number of students on the 21st day of the semester is used. For Fall 2020, the undergraduate enrollment number was 35,507 and the goal for 2021 is 36,770 which is a 3.6% increase. For Fall 2020, the graduate enrollment was 10,400 and the goal for 2021 is 11,300 which is an 8.7% increase. UArizona is currently on track to exceed both goals.

- Brummund explained how research and development expenditures are reported. The national way to measure research and development activity in large research universities is by using the NSF HERD Survey. As reported on the NSF HERD Survey, UArizona’s expenditures for fiscal year 2020 was $761 million. The goal for fiscal year 2021 is $780 million, which is an increase of 2.5%. Cantwell explained that the community also looks at the Blue Ridge Institute Indicators. ABOR has asked UArizona to reach over $1 billion in expenditures.

- First-time Full-time retention refers to first-time undergraduates enrolled at UArizona’s domestic campus or online. These students must remain enrolled on the 21st day of their second year and must be enrolled in 12 credit hours (considered full time). Goals are set 3 years into the future. In Fall 2019, the retention rate was 85.5%. In Fall 2021 the goal is 82.5% which is a decrease of 3%. Folks explained that when this goal was established, the retention rate was trailing the prior year by 9% so the progress made is substantial.

UAir has brought together data sets for 83 different institutions with these criteria: is public doctoral degree granting, has at least 20,000 students, and has $100 million or more in research and development expenditures. The data sets look at seven different measurements to show how UArizona compares to other peer institutions of similar stature. The data for the seven different measurements are as follows:

- Fall enrollment average: 36,523
- Research and development expenditure average: $492.3 million
- AAU Public: 35/83
- Land grant: 43/83
- MD granting: 43/83
- Hispanic serving: 5/83
- USNWR Top 40 public: 36/83

UArizona is 19th out of 20 in the top 20 largest public universities (14th largest in undergraduate enrollment and 26th for graduate enrollment). The median growth rate for the 83 institutions is 1.4% over the last decade. UArizona is the largest research university in Arizona and 17th largest among the 83 institutions. The data shows volatility as there have not been steady increases each year due to state funding changes. UArizona is 70th among the 83 institutions for first-time full-time retention rates. In recognition of this, there has been funding dedicated to retention and student success programs. These programs have helped close the gap over the last decade; in 2009, UArizona’s retention rate was below 78% whereas the average for the 83
institutions was about 85%. Four of the ten years UArizona has been in the top 10% for retention gains of all 83 institutions. A committee member asked about coding structure for on campus students vs distance-learning students. Co-Chair Brummund explained that prior to 2016, UArizona did not distinguish between on campus vs distance learning so data prior to this will be unreliable. Committee members discussed NSF funding increases from the government and whether that data has already been added. Cantwell explained that it is not counted but it can be for further clarification. A committee member asked if there is data to compare to other HSI institutions. Co-Chair Brummund explained that HSI designations have changed over time so there is no long-term data to compare yet there is data for the current HSI designations so a comparison can be made for this year. Hunter gave an update for the current retention rate, which is 84%.

Presentation and Discussion: Update on AIB

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

Perry gave a brief overview of the engagement groups and process that they are using as AIB is developed.

- Executive/Steering Committee: formed in February 2021, meets every week. This group helps flush out the guiding principles of AIB. They were charged with designing a conceptual model and giving prototype feedback. They are figuring out what the engagement strategy will be.
- Working Group: formed in January 2021, meets one to two times a week. The focus of this group is on creating all technical deliverables; design requests, conceptual model, prototype, data builds, decision tools, draft training and communications materials, reporting tools.
- F&A/Research Working Group: formed in July 2021, meets every two weeks. The focus of this group is to provide feedback specific to implementation of research guiding principles and the F&A distribution model component.
- Stakeholder Advisory Group: formed in May 2021, meets weekly. The focus of this group is to give feedback on guiding principles implementation, design requests, education materials, and a prototype. Themed focus groups were formed to deep dive into undergraduate topics, graduate topics, shared governance’s role and the strategic budget allocation processes.
- Communications Committee: formed in May 2021, meets every other week. This group was formed to develop all communications materials including a communication plan, a website, all media, education materials and internal memos.

A committee member asked about faculty involvement in the process. They would like to know more details about the budget as well as a possible workshop. Co-Chair Helm explained that SPBAC has been part of this process since the beginning. There have been many presentations focused on the AIB transition process over the past year and information on those is available in the minutes from last year’s SPBAC meetings. A committee member expressed that they do not see a clear model that has two-way communication from faculty and deans that could also contribute to this conversation. Co-Chair Helm explained that while not perfect, the relationship between SPBAC and the groups working on AIB has been two way and trusting. Co-Chair Brummund explained that of the three charges of SPBAC, the AIB process touches on two of them-providing feedback on budgetary policy and giving feedback from a shared governance perspective on material changes. He further expressed that during the semester, there are 30 hours of SPBAC meetings and AIB is scheduled as an update item in every meeting. There is
also a full afternoon session that will be planned to do a deep dive on AIB using the discussion and feedback process. Holly Jensen, VP of Communications, explained that there is a website that is getting ready to launch that is centered around AIB. There is a process laid out to give information to each group at UArizona and it is being built around receiving feedback. It will launch in two weeks.

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

- **Robert Robbins, President**
  President Robbins expressed that while this process seems to be going slow, an additional year was built into the plan for AIB because it is such an intricate and complex process. Robbins thanked the group for their hard work during this process. A mask policy was put in place yet due to state law and the governor's executive order, mandatory vaccines will most likely not be an option. Robbins explained that they are following the Covid numbers and will adjust policy as needed.

- **Lisa Rulney, Senior Vice President and Chief Financial Officer**
  CFO Rulney gave an overview of the status of the following auxiliaries at UArizona: Student Union, Bookstore and Parking and Transportation. The Student Union is currently at 85% of Fall 2019 sales despite being down 300 workers and 30 FTE. Some locations of the Student Union are not open because there are not enough employees. The Bookstore is 30% ahead of Fall 2019 sales. Parking and Transportation has sold 85% of the permits available. UArizona has held five career fairs and will hold more to gain additional employees. Financial Services is working hard to complete the financial audit. UArizona saved $20 million from refinancing last year and has had record-breaking numbers for gifts. UArizona’s endowment has passed $1 billion.

**Adjournment**
The meeting was adjourned at 9:53 a.m.