Strategic Planning and Budget Advisory Committee

Wednesday, March 2, 2022
8:15 am - 9:50 am

AGENDA

1. Call to Order


3. Presentation and Discussion: Faculty - Recruitment, retention, compensation, benefits & diversity
   (Presenters: Helena Rodrigues, Vice President and Chief Human Resources Officer; Andrea Romero, Vice Provost Faculty Affairs)

4. Presentation and Discussion: Planning Office –Benchmarking Expenditure#2
   (Presenter: Barry Brummund, Co-chair SPBAC)

5. Presentation and Discussion: AIB – Shared Governance Topics
   (Presenters: Garth Perry, Vice President/Chief Budget Officer: Fiona McCarthy, Professor, Animal and Comparative Biomedical Sciences)

6. Senior Leadership Updates

7. Adjournment
Minutes
Wednesday, March 2, 2022
8:15-9:50am via Zoom


Absent: G. Heileman, J. Jones, A. Miller, I. Moore, C. Ramirez, J.P. Roczniak


Presenters: Barry Brummund, Co-chair SPBAC
Andrea Romero, Vice Provost Faculty Affairs
Helena Rodrigues, VP and Chief Human Resources Officer
Fiona McCarthy, Professor, Animal/Comparative Biomedical Sci
Garth Perry, Vice President and Chief Budget Officer

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

Approval of the Minutes of January 19, 2022, February 2, 2022 and February 16, 2022
The minutes of January 19, 2022 were approved as amended. The minutes of February 2, 2022 were approved with no amendments or objections. The minutes of February 16, 2022 were approved with one amendment (S. Colina was absent).

Presentation and Discussion: Faculty - Recruitment, retention, compensation, benefits & diversity
(Presenters: Andrea Romero, Vice Provost Faculty Affairs; Helena Rodrigues, Vice President and Chief Human Resources Officer)
VP Andrea Romero gave the presentation for SPBAC members; VP Helena Rodrigues was available for questions during and after the presentation. The presentation focused
on the three stages of faculties’ processes at UArizona: recruitment, professional advancement and retention. Currently there are 3,860 faculty, with steady growth over the past decade. In 2019, the Career-Track (CT) faculty designation (.75 FTE or higher, annual contracts, more benefits and promotion pathways) was implemented in order to address the growth of adjunct professors. The overall retention of faculty at UArizona is about 75% with retirement rates rising in 2021. To assess the reasons for leaving, faculty are asked to do an exit survey/interview and 40% of survey participants said they were recruited away. The overall findings showed that faculty feel positively about UArizona as an institution but not the department they were from. Exit surveys from 2019-2020 showed that 70% of faculty said they would recommend UArizona but 62% said they would not recommend their department. Some of the reasons for leaving were a lack of mentoring and non-inclusive environments. AP Romero’s team is working with Human Resources to look at data and brainstorm strategies for best practices to ensure UArizona does best by all its faculty. As part of retention efforts, there is a salary equity study being completed as well as the “Talking Race” series.

A committee member asked about compensation and if it was a prominent reason for those that left UArizona. VP Romero replied that 27% said they left for more advancement and 47% said it was a specific incident that prompted them leaving; salary is an issue for some, but it is not the biggest reason. UArizona is working on keeping salaries at market level so that it is not a big issue. The member asked about accountability and what things are being changed. VP Romero explained that 360° surveys are being used as part of the annual review for administrators. The 5-year administrator review, which has been inconsistent in the past, is getting more follow through; it is no longer on hold. VP Romero’s team is working on a guidebook for faculty so that they know their rights. A committee member brought up microaggressions and the climate at UArizona. VP Romero explained that there is a team (including faculty, students, and staff) working on education efforts for microaggressions on campus. UArizona has also bought an online training course for department heads on “Crucial Conversations” to help foster those difficult conversations. A committee member suggested to contact ASU and NAU to see what they are doing for retention; an opportunity to learn from other state entities might help with a path forward. A committee member asked about a specific budget for retention, which is tricky. Provost Folks expressed that retention strategies are more than just monetary so it is difficult to parcel out exactly how much is spent or needs to be spent.

Presentation and Discussion: Planning Office –Benchmarking Expenditure #2
(Presenter: Barry Brummund, Co-chair SPBAC)
Co-Chair Brummund gave a presentation covering higher education expenditures and deductions for the top 79 institutions. Currently UArizona is ranked #29 with $2.2 billion in expenditures. There are two expense classifications that are used; they show: 1) what was purchased (natural) and 2) why it was purchased (functional). Today’s presentation covered the functional classifications for UArizona expenditures for FY 2020. There are six expenditure categories that were looked at; three relate to the core mission: instruction, research, public service and three are common overhead support categories: institutional support, academic support, student services.
In FY 2020, UArizona spent $1,234.6 million on the core mission categories which correlates to 66.2% of the expenditures, ranking at #65. Of the $1,234.6 million, 44.1% was spent on research, 7.5% was spent on public service and 48.4% was spent on instruction. UArizona is a research-intensive university, ranking #8, with 44.1% of the expenditure. UArizona is ranked #58 in instruction expenditure and #49 for public service expenditure. In looking at expenditures per student credit hour (SCH), UArizona ranked #38 in instruction expenditure at $485.12 per SCH and ranked #49 in public service expenditure at $74.66 per SCH.

In FY 2020, UArizona spent $630.6 million in common overhead support which correlates to 33.8% of the expenditures, ranking at #12. Of the $630.6 million, 48.7% was spent on academic support (colleges), 17.4% was spent on student services and 33.9% was spent on institutional support (central services). For total expenditures, UArizona is ranked #32 in academic support, #41 in student services and #44 in institutional support. In looking at expenditures per SCH, UArizona ranked #13 in academic support at $249.42 per SCH, #16 in student services at $88.93 per SCH and #17 in institutional support at $173.35 per SCH.

Co-Chair Brummund explained that any questions in chat will be sent to the proper person to be answered and the questions/answers will be discussed in an April SPBAC meeting.

**Presentation and Discussion: AIB – Shared Governance Topics**

(Presenters: Garth Perry, Vice President/Chief Budget Officer: Fiona McCarthy, Professor, Animal and Comparative Biomedical Sciences)

Member Perry introduced Guest Fiona McCarthy and explained that the presentation will be about shared governance’s role in providing feedback about the AIB model and process. Guest McCarthy explained that the main goal of the white paper (sent with agenda packet) is to define where shared governance comes in and when it can be used to consult, inform or get feedback. They expressed that SPBAC is the main group that determines which topics move forward to the Faculty Senate for discussion. The white paper has a responsibility matrix attached to it to give a visual of the role of shared governance in the AIB process. SPBAC has mostly a consulting role with the exception of “annual decisions involving SBA allocations”. Co-Chair Helm explained that it is SPBAC’s intention to present this process to the Faculty Senate so that SPBAC’s role in the process is known. Guest McCarthy asked for questions.

A committee member asked the reasoning behind the designation of informed vs consulted. Guest McCarthy explained that it depends on the topic; the group felt that it would be burdensome to have SPBAC consult on every single item as it slows down the process. Multiple committee members recommended that SPBAC be consulted on everything, including the “annual decisions involving SBA allocations”. Co-Chair Helm explained that SPBAC can be consulted through the use of white papers outside of physical meetings; the white paper can then be sent to the committee for feedback to be provided in a timely manner.
Senior Leadership Updates
Co-Chair Helm asked for all senior leadership updates to be put into the chat or sent via email that will be shared with the committee later.

Adjournment
With nothing further, the meeting adjourned at 9:55 a.m.