



Strategic Planning and Budget Advisory Committee

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THE UNIVERSITY OF ARIZONA®
STRATEGIC PLANNING & BUDGET ADVISORY COMMITTEE
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ANNUAL REPORT 2016-2017

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COMMITTEE ISSUES AND ACTIONS

BUDGETING

FY17 was year 2 of RCM's 3-year opening run; a deep-dive evaluation is scheduled for Year 3. SPBAC recognized that RCM has produced transparency at some levels of administration, and has incentivized innovation, thoughtful space utilization, and growth. However, RCM has also created uncertainties, particularly at the levels below the RCU, specifically around the relationships between SCH contributions and unit investments. SBPAC recommended the re-convening of an RCM oversight committee for early Fall 2017, to include a broad selection of campus constituents, to examine governance, the relationship between RCM and all-funds budgeting, and how RCM acts to incentivize (or not) the priorities laid out in our strategic plan. SPBAC also provided the administration with a set of budget priorities for FY18.

STRATEGIC PLANNING

With the recognition that a new President will likely elect to revisit and refresh the University's strategic plan, and in response to student requests made in Spring 2016, SPBAC this year focused on recommending changes to *Never Settle* to (a) better reflect our institutional values and (b) establish a clear precedent for the incoming administration. To these ends, SPBAC members made recommendations to include more intentional references to diversity and inclusion, including to Inclusive Excellence, throughout the plan, including on the *Never Settle* splash page on the UA website and in each of the four pillars.

SPBAC continued to encourage members of the Provost's Diversity Coordinating Council and the President's Diversity Task Force to provide recommendations for integrating a Diversity Strategic Plan with the broader institutional plan, to the benefit of both plans.

RESEARCH

SPBAC members learned from the Office of Research, Development, and Innovation that the number of unique principle investigators is growing year to year; that new investments moving forward are focusing on Global Research Alliances; Arts, Culture, and Heritage; and there is a focus on Interdisciplinary Philanthropy.

ENGAGING/STUDENT EXPERIENCE

SPBAC focused largely on structural opportunities to improve the student experience, based on considerations of fiscal return on investment and values-based priorities – particularly around both retention and graduation. SPBAC concluded that investments and resources should be directed specifically to retention and graduation, including in academic advising, early intervention programming, and student success infrastructure; to revitalization of support services for diverse student populations; to investment in financial aid, particularly as needs intersects with retention data; and to classroom improvements and increased utilization of space.

SPBAC also engaged in discussion around the objectives that our various distance-, online-, and outreach-related courses, programs, and offerings (UA South, UA Online, etc.) have to meet different student, state, and institutional needs, and heard about the upcoming accreditation review, in particular investments the UA is making to ensure clear learning objectives for all courses, including general education.

VISIONING & PREPARATION

In anticipation of new Presidential leadership, SPBAC emphasized the importance of establishing more outcome-based (real data) evaluations of the various investments attributed to the priorities laid out in our institutional strategic plan.



Randall Richardson



Mika Galilee-Belfer