Minutes
Wednesday, November 4, 2015
8:15-9:50 a.m. Old Main Boardroom


Absent: M. Burke, V. Del Casino, G. Goldman, R. Richardson (Co-Chair), K. Urquidez, X. Zeng

Guests: M. Fleming, S. Garcia, T. Miller

Call to Order
Co-Chair M. Galilee-Belfer called the meeting to order at 8:15 a.m.

Approval of the Minutes of October 21, 2015
The minutes of October 21, 2015 were approved.

Updates
Provost Comrie had three updates for the Committee:

1. Earlier this week, UA sent its projected 2025 metrics to ABOR per ABOR’s request. The research goal is no longer a doubling of research productivity by 2020, but rather is based on a trajectory that better aligns with actual growth in productivity. Committee members discussed the impact on University morale that research projections may have, as well as other possible sources of increased revenue.

Questions concerning the projected numbers of UA students were also discussed. Changes in student recruiting and admissions will enable colleges, working with the Office of Admissions, to have more opportunities to recruit directly to their programs. This change in focus for the various colleges is incentivized by Responsibility Centered Management (RCM) – an incentive which will become more evident with multi-year budgeting. For the students, it enables them to connect earlier on with potential programs of study.

2. ABOR is focusing on quality and how it could and should be measured. The Regents are stressing the need for learning outcomes and the value of a liberal arts education.

3. Vice President for Information Technology and Chief Information Officer Michele Norin has taken a new position at Rutgers University. A memo will be sent later today naming her interim replacement.
Senior Vice President for Health Sciences-Skip Garcia

Dr. Garcia presented his PowerPoint *Enhancing Excellence* to the Committee, and shared background information concerning the sixteen month process that resulted in the Banner merger.

The merger has had state-wide impact. Garcia underscored the inter-dependence that exists between the UA's academic health centers (i.e., the UA College of Medicine-Tucson and College of Medicine-Phoenix) and the health delivery organization (Banner): academic health centers depend upon an annual flow of funds from their health care delivery system partners to sustain and enhance the academic mission. Prior to the merger, the University of Arizona Health Network (UAHN) was struggling financially. Banner, which is the fourth largest health care network in the United States and non-profit organization, typically experiences a 9% operating margin, creating opportunities for growth and development.

With respect to buildings: the UA needed to update its aging hospital (circa 1973) and facilities and plans are in place for new construction that will begin in early 2016, with a projected 2019 opening. The updated facility will include more private patient rooms, 22 operating rooms, imaging suites and increased public spaces. There will also be a new ambulatory surgery center at Campbell and Allen, along with a Biomedical Science Laboratory next to the BIO5 Keating building. Plans are in place to complete building a ten-story research building in Phoenix by 2017. Dr. Garcia reminded the Committee that these building plans and the merger fulfill specific priorities as identified in the UA’s *Never Settle Strategic Plan*. He stressed the need for ongoing team efforts in the areas of diversity for students and faculty, and attaining more and larger grants.

A joint (UA/Banner) Academic Management Council (AMC) that meets monthly was created to oversee the operations and activities of Banner Academics, and funds for academic research were specifically earmarked as part of the UA/Banner relationship. The AMC has created committees bridging Tucson and Phoenix operations which include Education, Finance, Innovation, Research and Physician Compensation.

Garcia briefly discussed accomplishments and 5-year and 10-year goals. He suggested members visit [http://uahs.arizona.edu/](http://uahs.arizona.edu/)

Adjournment

The meeting was adjourned at 9:58 a.m.

**Future Meetings**

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 18, 2015</td>
<td>8:15 am – 9:50 am</td>
<td>Old Main Boardroom</td>
</tr>
<tr>
<td>December 2, 2015</td>
<td>8:15 am – 9:50 am</td>
<td>Old Main Boardroom</td>
</tr>
<tr>
<td>December 16, 2015</td>
<td>8:15 am – 9:50 am</td>
<td>Old Main Boardroom</td>
</tr>
</tbody>
</table>