THE UNIVERSITY OF ARIZONA
Strategic Planning and Budget Advisory Committee
Faculty Center
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Minutes
Wednesday, January 17, 2018
8:15-9:50 a.m. Old Main Boardroom


Absent: J. Baxter, M. Burke, B. Conway, K. Espy, J. Fares, M. Marzinsky,

Guests: President Robbins, Kimberly Archer, McKinsey & Company, Tom Miller, Lisa Ordóñez, Randy Richardson, Chris Sigurdson

Call to Order
Co-Chair A. Vaillancourt called the meeting to order at 8:17 a.m.

Approval of the Minutes of December 6, 2017
The minutes of December 6, 2017 were approved.

Updates
Co-Chair Allison acknowledged and provided good words to Randy Richardson who served as Co-Chair for SPBAC for over three years (fall 2014 – fall 2017). The committee acknowledged and thanked Randy. Randy shared with the committee reflection and thoughts on SPBAC’s leadership:

- SPBAC is gathered by a diverse group of members who bring a collective voice.
- Small group discussions allow to hear everyone’s voice (an important attribute).
- Important to establish goals for SPBAC.
- New members to the committee – it’s an opportunity to share with their department, bring ideas to the table, and represent the voice of various parts of campus (department, unit, college).

Co-Chair Xubin expressed gratitude to Randy for sharing his feedback and the service to SPBAC.

President updated the Committee on the following items:

- Randy – The President thanked Randy for the years he served as Co-Chair for SPBAC.
• Government and Community Relations – Tim Bee, Vice President of Government and Community Relations has resigned. Steve Voeller will be the interim replacement until a permanent replacement is filled.

• Student participation – At the beginning of the spring semester, the President attended four large classes comprised of ~1200 students to collect information as part of the strategic planning process.

• UA Athletics – The President addressed the new transition of the football leadership and expressed that it was time for a new change in culture.

• Search committee – Second round of interviews is underway for the Senior Vice President of Health Sciences.

Provost Comrie updated the Committee on the following items:

• International micro-campus delegation – In December, the Provost traveled to the UA Qingdao at Ocean University of China and UA Phnom Penh at the American University of Phnom Penh in Cambodia regarding the investment upgrade in facilities. Provost Comrie also traveled to Lima, Peru, which is a prospective location for Eller, Engineering, SBS, and CAPLA colleges.

• CLAS The current structure of the College of Letters, Arts and Science infrastructure will be reimagined with details to follow.

Senior Vice President Goldman provided the Committee on several updates:

• Arizona legislature – The legislative cycle started on January 8, 2018. There is a $2.2 million in a one-time funding allocation proposal in the governor’s budget for the 2019 fiscal year.

• JCCR – The Joint Committee on Capital Review approved the UA to use the bonding authority to finance the four athletic development projects that includes the stadium, Hillenbrand aquatics facility, the Hillenbrand softball facility, and a new indoor sports center.

• Legislation bill – State Rep. Vince Leach is co-sponsoring a bill (HB2110) replace the Arizona Board of Regents with university governing boards.

Kimberly Archer from the firm of Russell Reynolds reported to the Committee regarding search input for the Senior Vice President for Marketing and Communications. The Committee provided feedback and questions to consider for the search:

• What kind of portfolio are we selling to the person coming? This is a big opportunity and can be challenging for the person coming in.

• What does the structure look like?

• We want someone who can build relationships and have the ability to effectively market and communicate our capabilities.

• How do we get our work done?

• Thinking through the stakeholder, what is the overall measure and how do you specify and target?

• There needs to be someone who can work with Indigenous communities and have the ability to show a sensitivity of understanding.
• We need to figure out who we are marketing what the main focus is. There are different stakeholders and audiences. We need to understand the audiences in order to have a broader vision.
• We need to market to the world, to students and their families, to staff who work here, faculty (for retention & recruitment), and commercial partners.

**Discussion: Strategic Planning Process Updates**
The Committee was joined by Lisa Ordóñez and Elliott Cheu, both co-chairs of the strategic planning process and the McKinsey & Company team who are facilitating the process. The website for the strategic planning process has launched, which serves as a central source of information and engagement opportunities. There are focus groups open to faculty, staff, student, and the Tucson community. On January 29, 2018 from 3:30 P.M. – 5:00 P.M. will be a town hall kickoff event discussion at the Student Union South Ballroom. The town hall will be an open discussion for participants to bring ideas, questions, and thoughts about the process and the university’s future. Key themes were shared with the committee:
• Where we mean a lot, the geography is important.
• Fourth Industrial Revolution.
• We are cautious about naming our field, do we need to focus on pillars and initiatives?
• Research is strong.
• Organizational change – how do we drive the parallel process, what is the restructure that needs to take place, who’s around the table when this conversation starts; and what problems are we going to solve when the restructure does occur?
• Operational efficiency should be a foundational layer.

Co-chair Lisa shared an example of ideas that were shared from meetings on campus and will be further explored:
• Transforming general education – how do we create more engaged, student centric first year curricula that prepares students for the future’s biggest challenges?

Tom Miller responded stating there should be conversations around these issues in a reading group type structure.

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

**Future Meetings**
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<tr>
<th>Date</th>
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<tbody>
<tr>
<td>February 7, 2018</td>
<td>8:15 am – 9:50 am</td>
<td>Old Main Boardroom</td>
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<tr>
<td>February 21, 2018</td>
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<td>March 21, 2018</td>
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<td>April 4, 2018</td>
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