



# Financing the Mission | Furlough & Furlough-Based Salary Programs Recap

Faculty Senate December 6, 2021





## March 2020 | COVID-19 Strikes

Unprecedented losses predicted throughout Higher-Ed, including at the University of Arizona

Other Universities begin exploring **options we deem unacceptable** (e.g., institutional layoffs) or are **not at our disposal** (e.g., loans for operating expenses)



COMMENTARY

### The Bailout Is Just the Start: Why Higher Ed Needs to Build a Sustainable Model

By Richard Staisloff

Only colleges that take bold steps to improve their efficiency will thrive in a post-coronavirus world.

THE EDGE

### Why Coronavirus Looks Like a 'Black Swan' Moment for Higher Ed

By Goldie Blumenstyk

### As Covid-19 Pummels Budgets, Colleges Are Resorting to Layoffs and Furloughs. Here's the Latest.

By Chronicle Staff | MAY 13, 2020

The Coronavirus Will Change Everything.

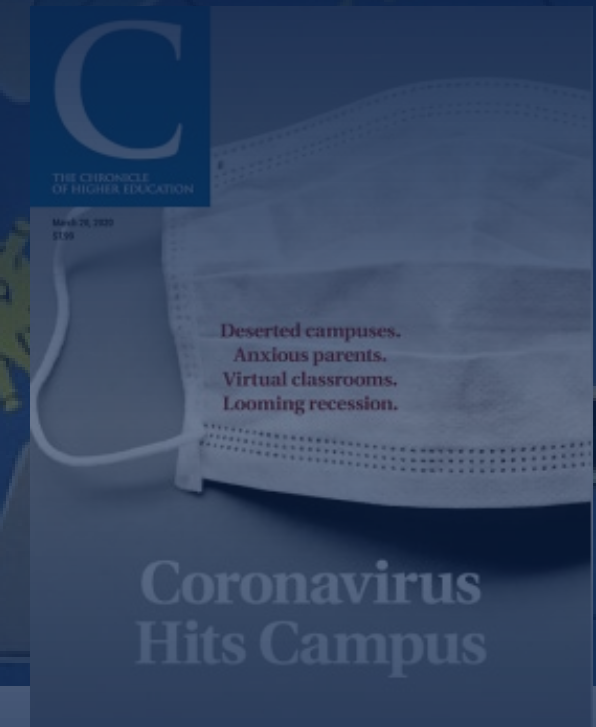
May 2020

CORONAVIRUS

### 2020: The Year That Shredded the Admissions Calendar

By Eric Hoover

A chaotic week on many campuses, prompted by the coronavirus, has upended the enrollment process. Now some colleges are pushing back their deposit deadlines.



What Now?

# March 23, 2020 | The Financial Sustainability Taskforce Immediately Spins Up a diverse, volunteer group of faculty, staff, and students – living our values of Compassion, Adaptation, and Determination, as they guide us through this unprecedented time

## Capital Projects, Debt, & Investments

Jim Florian  
 Laura Bakkensen  
 Peter Dourlein  
 Paulo Goes  
 Brooks Jeffery  
 Steve Kelly  
 Rob Miller  
 Bob Smith

## Operational Efficiencies

Nicole Salazar  
 Nina Bates  
 Brian Berrellez  
 Tom Bourgeois  
 Sabrina Helm  
 Steve Moore  
 Maliaca Oxnam  
 Sangita Pawar  
 Stephanie Rosenberg  
 Debby Shively  
 Simon White

## New Opportunities

Sangita Pawar  
 Parker Antin  
 Michael Brewer  
 Javier Duran  
 Stan Park  
 Nancy Pollock-Ellwand  
 Stan Reynolds  
 Lori Schultz  
 Carol Stewart  
 Jason Wertheim

## Students

Kasey Urquidez  
 Ravneet Chadha  
 A-P Durand  
 Jim Florian  
 Greg Heileman  
 Melanie Hingle  
 Marc Miller  
 Garth Perry  
 Cindy Rankin  
 Pam Ray  
 Andrea Romero  
 Shilpita Sen  
 Tara Singleton  
 Kelly South  
 Katie Van Renterghem

## Strategic Plan Investments

Garth Perry  
 Maribel Alvarez  
 Melissa Colchado  
 Sonia Colina  
 Jane Hunter  
 Diana Liverman  
 John O'Neil  
 Andy Schulz  
 Marilyn Taylor

## Intercollegiate Athletics

Garth Perry  
 Mario Calderon  
 Marv Slepian  
 Krystal Swindlehurst  
 Ricardo Valerdi  
 Derek Van Der Merwe  
 Bryce Wolma

## Workforce

Helena Rodrigues  
 Elizabeth Cantwell  
 Josephine Corder  
 Emily Gillilan  
 Lisa Gundy  
 Daniel McDonald  
 Ki Moore  
 Francisco Pedroza  
 Nicole Salazar  
 Jessica Summers  
 Marilyn Taylor  
 Staci Wilson

Workgroups  
 (With Stakeholder Input)

Explore & Develop

Core Team

Synthesize Recommendation

Executive Team

Vet Recommendation

President Robbins

Make Final Decision

**Core Team:** Lisa Rulney, Barry Brummund, David Elmer, Jim Florian, Sangita Pawar, Garth Perry, Helena Rodrigues, Nicole Salazar, Kasey Urquidez

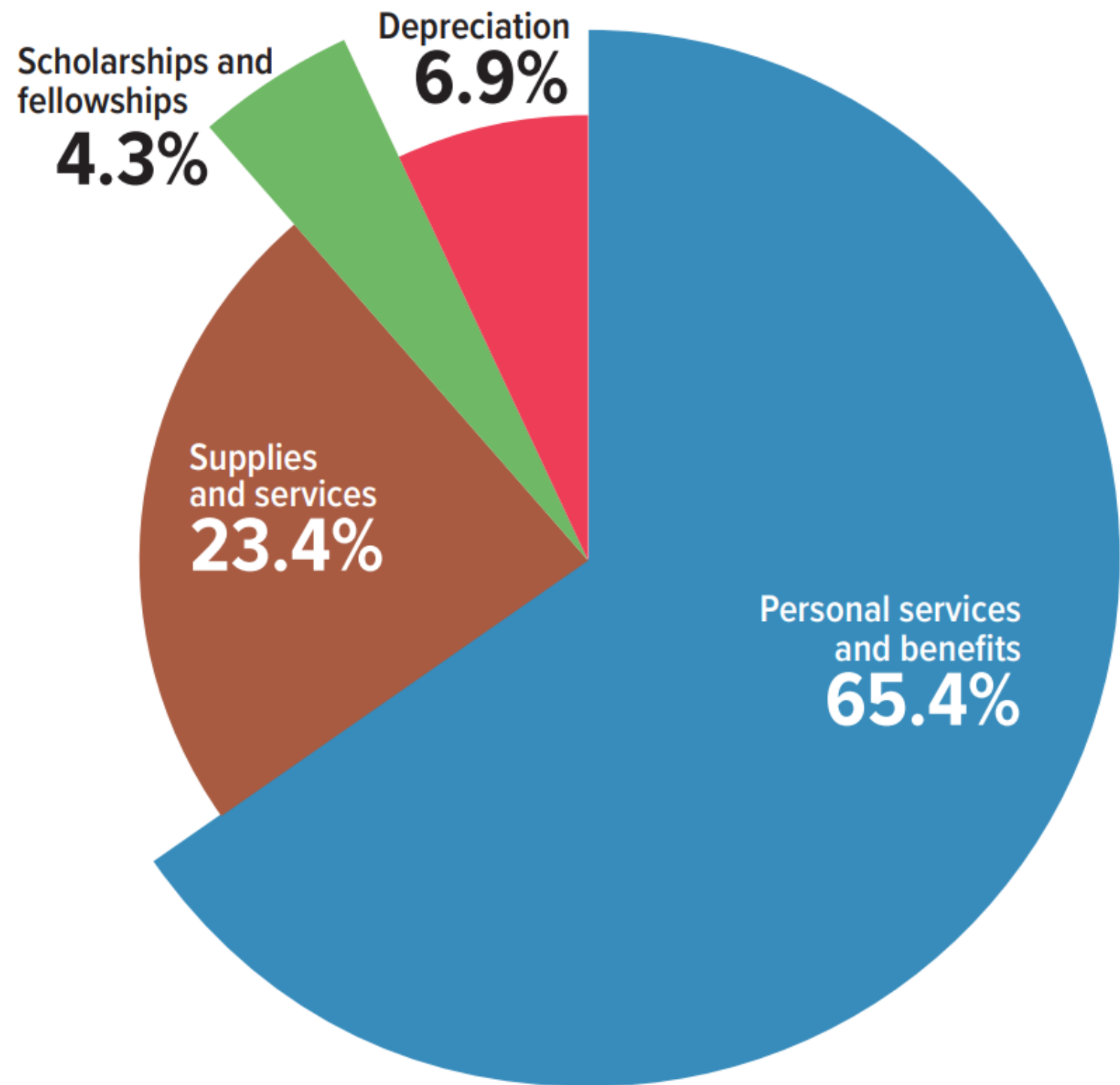
**Executive Team:** Robert Robbins, Lisa Rulney, Liesl Folks, Elizabeth Cantwell, Michael Dake, Jon Dudas, Laura Todd Johnson, Steve Moore, JP Roczniak



# **The guiding principle for all mitigation strategies:**

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Preserve as many jobs as possible  
through equitable, institution-wide approaches



As salaries and benefits are such a significant portion of expenses, any substantial revenue loss necessitates mitigation strategies beyond reducing operational (non-personnel) expenses

Source: FY21 Annual Comprehensive Financial Report  
<https://www.fso.arizona.edu/financial-management/annual-reports>

# The Furlough & Furlough-Based Salary Programs:

Are **among many strategies implemented** in order to reduce the impacts of the projected (and realized) significant reduction in revenue – Net Tuition Revenue, Admin Service Charge, Investment, Auxiliaries

Result in a **reduction in expenses**, not new revenues

**Savings are maintained within each unit**, to offset the impact of their budget contractions due to reduction in revenue | No centralized collection of these funds

Are **announced with a commitment**: to being open and transparent, to continually seek input from our community, and to adjust first (before any other mitigation strategy), if possible.





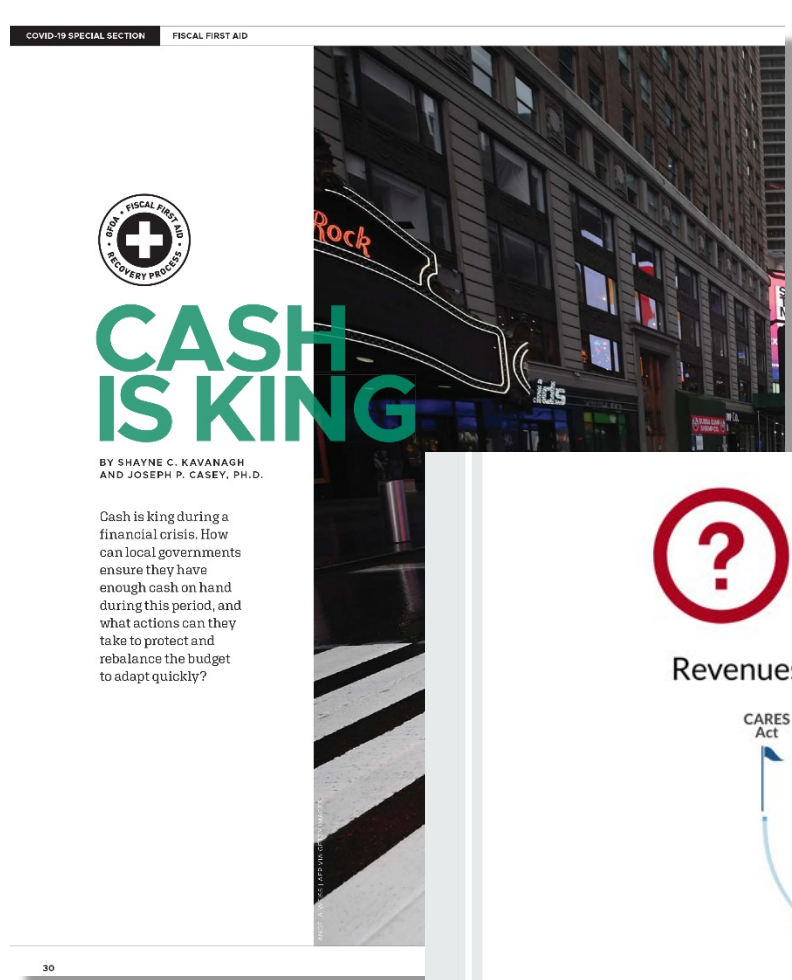
**25+ College/Division Town Halls**

**Relevant SPBAC Meetings**

- April 1**
  - Announcement of Taskforce w/ SPBAC participation + website
  - Decisions: hiring pause | Strategic Plan halt | Bursar Registration Hold increase to \$2500 from \$600 | capital projects halted
- May 6**
  - Report on Taskforce with updates from Working Group Leads
  - Question on Furlough Savings + Answer on savings remaining in units
- May 20**
  - Taskforce recommendations on Strategic Plan
- July 31**
  - FY21 Budget Allocations
- August 12**
  - RCM FY21 budget spreadsheet - included furlough estimates
- October 7**
  - Updated revenue and expense projections
  - Furlough & Furlough-Based Salary Program modifications
- December 16**
  - Auxiliaries Review (including ICA)



# Mitigation Strategies Utilize Numerous Internal & External Evaluation Resources



## 100 TACTICS for Immediate Labor Savings

Finding Principled and Sustainable Ways to Reduce Costs

Because labor costs comprise 60% to 70% of operating budgets, few institutions can significantly impact costs without addressing labor. However, too many institutions have resorted to indiscriminate and often across-the-board labor cuts, which can hurt staff morale, disrupt work processes, and draw negative press. Moreover, labor cuts often backfire, as the scramble to repair self-inflicted damage causes costs to quickly rebound to previous levels.

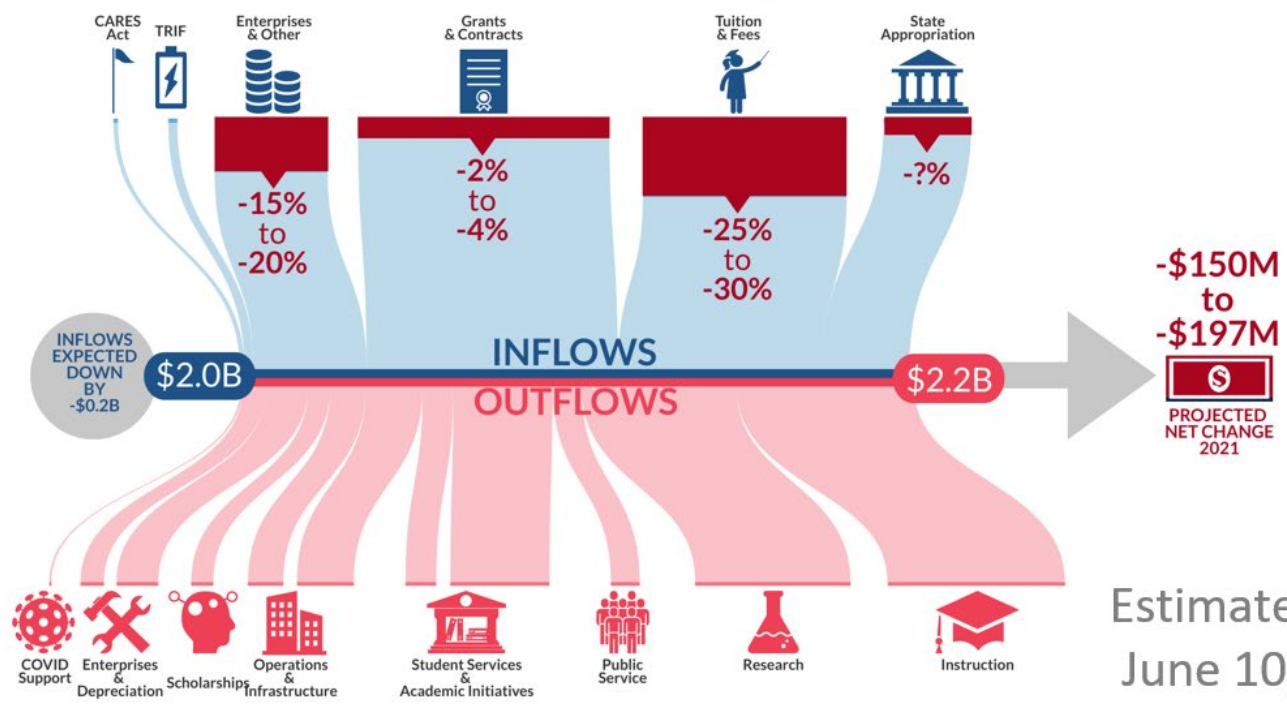
Rather than enacting painful and ineffective cuts, institutions should pursue immediate savings through cost rebasing. Unlike labor cuts, this approach does not hinder work process or damage staff morale, so savings can be sustained over time.

This compendium offers 100 rebasing tactics across nine categories. Not every tactic is applicable for each institution because of unique logistical, cultural, or legal hurdles. So, to help executives evaluate and choose the tactics best suited for their institutions, each tactic is evaluated on three factors:

- Savings potential
- Employee tolerance

### ? What is the projected effect? FISCAL YEAR 2021\*

Revenues are expected to decrease (\$150M to \$197M) from July 1, 2020, thru June 30, 2021.



Estimates as of June 10, 2020

...ining agreements (CBAs)

Employee Tolerance	Outside CBA
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓

Sources: <https://eab.com/insights/infographic/business-affairs/100-tactics-for-immediate-labor-savings/>  
[https://gfoaorg.cdn.prismic.io/gfoaorg/cb84dd87-979b-41b8-b6f6-ea526919b851\\_GFR\\_04-2020-CashisKing.pdf](https://gfoaorg.cdn.prismic.io/gfoaorg/cb84dd87-979b-41b8-b6f6-ea526919b851_GFR_04-2020-CashisKing.pdf)





# Budget Allocation FY21 (Colleges) | Pre-Fall Semester

*Most colleges face cuts, even with the Furlough & Furlough-Based Salary Programs*

RCUs	FY21 RCM change, based on FY21 Activity Forecast (COVID-19 Moderate Case Scenario)	TOTAL FY21 Forecast RCM Change	FY21 Savings from Proposed Furlough Programs & ERE, (from Aug 10th)	Net Effect = Total FY21 change, based on FY20, FY21 Forecast, Online / Distance, Exec Decisions, & Proposed Furlough Programs	% Net Effect = % FY21 change, based on FY20, FY21 Forecast, Online / Distance, Exec Decisions, & Proposed Furlough Programs
JAMES C. WYANT COLLEGE OF OPTICAL SCIENCES	(638,509)	(921,601)	1,251,745	397,645	5%
COLLEGE OF ARCHITECTURE & LANDSCAPE ARCHITECTURE	(729,861)	(858,634)	822,300	(48,732)	-1%
ELLER COLLEGE OF MANAGEMENT	(7,568,287)	(12,217,954)	6,707,329	(656,003)	-1%
COLLEGE OF EDUCATION	(1,576,431)	(1,924,043)	1,642,580	(126,570)	-1%
JAMES E ROGERS COLLEGE OF LAW	(203,318)	(1,459,300)	2,137,990	574,456	4%
COLLEGE OF ENGINEERING	(5,062,155)	(6,768,279)	4,053,446	(1,101,591)	-3%
COLLEGE OF AGRICULTURE AND LIFE SCIENCES	(5,330,348)	(5,917,620)	4,476,142	(4,319,379)	-9%
CALS - COOPERATIVE EXTENSION	74,121	(290,285)	746,185	455,900	3%
COLLEGE OF FINE ARTS	(4,040,041)	(5,130,856)	1,562,035	(1,012,164)	-5%
COLLEGE OF HUMANITIES	(6,356,469)	(7,662,065)	2,147,290	(3,661,343)	-14%
COLLEGE OF SCIENCE	(16,878,319)	(19,835,859)	12,196,228	(1,737,204)	-2%
COLLEGE OF SOCIAL & BEHAVIORAL SCIENCES	(12,541,123)	(18,385,575)	6,643,575	(9,383,404)	-14%
COLLEGE OF APPLIED SCIENCE AND TECHNOLOGY	(560,208)	(1,359,535)	465,302	(416,944)	-6%
AHS DIVISIONS AND INSTITUTES	(4,672,246)	(4,924,096)	1,278,613	(1,645,483)	-11%
COLLEGE OF MEDICINE (TUCSON)	(1,618,591)	(2,598,611)	7,590,438	(505,615)	-1%
COLLEGE OF MEDICINE (PHOENIX)	86,500	356,860	4,394,245	(3,248,895)	-13%
COLLEGE OF NURSING	(762,326)	(698,993)	2,120,517	310,257	2%
COLLEGE OF PHARMACY	(87,218)	94,413	1,386,617	231,030	2%
MEL AND ENID ZUCKERMAN COLLEGE OF PUBLIC HEALTH	(1,086,871)	(2,416,788)	1,508,150	(668,988)	-4%
<b>RCM INVESTMENTS IN COLLEGES</b>	<b>(69,551,701)</b>	<b>(92,918,820)</b>	<b>63,130,727</b>	<b>(26,563,028)</b>	
		<b>-16.76%</b>			

Furlough & Furlough-Based Salary Programs 4.0 | *preserving jobs & reducing impact of the budget cuts*  
 Presented to SPBAC – 7/31/20 and 8/12/20



# Budget Allocation FY21 (Support Units) | Pre-Fall Semester

**Without means to increase revenue, support units face cuts more severe than the colleges  
Auxiliaries (not a part of RCM, so not seen here) project significant decline in activity due to  
loss of customer base**

Support Units and Institutional Costs	FY21 Additional Cut Based on FY21 Forecast (Revised Due to COVID-19 Moderate Case Scenario)	TOTAL FY21 RCM CHANGE	Exec. Decision Adjustments (Change to Base Budget)	FY21 % Forecast Activity and Savings	FY21 Savings from Proposed Furlough Programs & ERE, (from Aug 10th)	FY21 Net Effect from Forecast Activity, Exec. Decision Adjustments, and Proposed Furlough Programs	FY21 % Net Effect from Forecast Activity, Exec. Decision Adjustments, and Proposed Furlough Programs
EXECUTIVE OFFICE OF THE PRESIDENT	(727,675)	(890,769)		-1%	530,085	(360,683)	-8.8%
DEVELOPMENT	(2,506,415)	(3,068,180)		-2%	879,295	(2,188,884)	-15.6%
LEGAL AFFAIRS AND GENERAL COUNSEL	(627,203)	(767,778)		-2%	473,427	(294,351)	-8.4%
CHIEF MARKETING AND COMMUNICATIONS	(1,691,055)	(2,070,073)	1,600	-5%	451,028	(19,044)	-0.2%
GLOBAL INITIATIVES AND OUTREACH	(514,154)	(629,392)	(8)	-31%	768,103	(696,289)	-24.2%
ARIZONA HEALTH SCIENCES CENTER	(1,392,363)	(1,704,435)		-2%	2,009,483	305,048	3.9%
SECRETARY OF THE UNIVERSITY TOTAL	(4,843,986)	(5,929,672)		-2%	4,202,597	(1,727,075)	-6.4%
ACADEMIC AFFAIRS & PROVOST TOTAL	(7,324,942)	(8,966,686)		-2%	5,867,960	(3,098,726)	-7.5%
VP ARIZONA ARTS TOTAL	(338,722)	(414,641)	21	-2%	214,351	34,711	1.8%
BUSINESS AFFAIRS TOTAL	(12,139,321)	(14,860,114)	(1,000)	-3%	4,751,291	(11,108,823)	-16.3%
SVP RESEARCH AND INNOVATION TOTAL	(4,678,796)	(5,727,458)		-2%	4,222,400	(1,505,058)	-5.7%
<b>TOTALS</b>	<b>(36,784,633)</b>	<b>(45,029,196)</b>			<b>24,370,022</b>	<b>(20,659,174)</b>	
<b>% CHANGE TO BASE</b>	<b>-17.85%</b>	<b>-21.85%</b>					

Furlough & Furlough-Based Salary Programs **4.0** | *preserving jobs & reducing impact of the budget cuts*  
Presented to SPBAC – 7/31/20 and 8/12/20





# Budget Allocation FY21 (Colleges) | Fall Census Update

*After Fall Census we review budgets and the Furlough & Furlough-Based Salary Programs*

*Fall 2020 numbers prove to be better than projected — though, critically, are still down significantly*

*We reduce employee-contributions to the Furlough & Furlough-Based Salary Programs — to end ~4 months early*

*Half of colleges still face material cuts*

RCUs	FY21 RCM change, based on FY21 Activity Forecast (Updated per Fall Census)	TOTAL FY21 Forecast RCM Change	FY21 Change, based on FY21 Forecast, Online / Distance, Exec Decisions	FY21 Savings from Proposed Furlough Programs & ERE (8/10/20 - 2/21/21)	Net Effect = Total FY21 change, based on FY20, FY21 Forecast, Online / Distance, Exec Decisions, & Proposed Furlough	% Net Effect = % FY21 change, based on FY20, FY21 Forecast, Online / Distance, Exec Decisions, & Proposed Furlough
JAMES C. WYANT COLLEGE OF OPTICAL SCIENCES	(368,818)	(651,910)	-6%	718,842	229,654	3%
COLLEGE OF ARCHITECTURE & LANDSCAPE ARCHITECTURE	(486,773)	(615,546)	-7%	445,764	73,462	1%
ELLER COLLEGE OF MANAGEMENT	(6,492,315)	(11,141,983)	-3%	4,303,230	(417,918)	-1%
COLLEGE OF EDUCATION	(728,664)	(885,303)	1%	1,038,753	1,562,005	9%
JAMES E ROGERS COLLEGE OF LAW	272,880	(983,101)	1%	1,332,250	1,139,865	7%
COLLEGE OF ENGINEERING	(2,906,390)	(4,612,514)	-3%	2,615,099	78,030	0%
COLLEGE OF AGRICULTURE AND LIFE SCIENCES	(2,517,721)	(3,104,993)	-1%	2,746,122	(2,168,470)	-5%
CALS - COOPERATIVE EXTENSION	74,121	(290,285)	-2%	-	(290,285)	-2%
COLLEGE OF FINE ARTS	(2,830,661)	(3,921,476)	-4%	895,737	(480,125)	-3%
COLLEGE OF HUMANITIES	(4,605,341)	(5,961,003)	-7%	1,169,281	(2,417,603)	-9%
COLLEGE OF SCIENCE	(9,910,243)	(12,867,783)	-7%	7,033,046	502,188	1%
COLLEGE OF SOCIAL & BEHAVIORAL SCIENCES	(8,452,888)	(14,247,274)	-3%	3,986,933	(5,056,299)	-7%
COLLEGE OF APPLIED SCIENCE AND TECHNOLOGY	(298,114)	(1,288,414)	-3%	337,255	112,667	2%
AHS DIVISIONS AND INSTITUTES	216,650	(55,176)	-3%	1,045,828	1,490,652	10%
COLLEGE OF MEDICINE (TUCSON)	1,133,985	153,965	-20%	3,334,173	(1,980,857)	-4%
COLLEGE OF MEDICINE (PHOENIX)	1,585,992	1,856,352	-14%	2,387,222	(3,756,426)	-15%
COLLEGE OF NURSING	(696,825)	(633,492)	3%	1,250,470	2,593,027	15%
COLLEGE OF PHARMACY	690,948	872,579	3%	735,921	358,500	3%
MEL AND ENID ZUCKERMAN COLLEGE OF PUBLIC HEALTH	(674,873)	(2,004,790)	-4%	776,432	(652,780)	-4%
<b>RCM INVESTMENTS IN COLLEGES</b>	<b>(36,995,052)</b>	<b>(60,382,148)</b>	<b>-6.67%</b>	<b>36,152,358</b>	<b>(9,080,712)</b>	<b>-2%</b>

back at 100% by FY24, at latest.

Furlough & Furlough-Based Salary Programs 5.0 | preserving jobs & reducing impact of the budget cuts

Presented to SPBAC – 10/7/20



# Budget Allocation FY21 (Support Units) | Fall Census Update

*Cuts to support units remain severe – significant net negative to nearly all units*

Support Units and Institutional Costs	FY21 RCM change, based on FY21 Activity Forecast (Updated Per Fall Census)	TOTAL FY21 RCM CHANGE	Exec Adj (Chg Br)	% Change to Base	FY21 Savings from Proposed Furlough Programs & ERE (8/10/20 - 2/21/21)	FY21 Net Effect from Forecast Activity, Exec. Decision, and Proposed Furlough Programs	FY21 % Net Effect from Forecast Activity, Exec. Decision, and Proposed Furlough Programs
EXECUTIVE OFFICE OF THE PRESIDENT	(437,259)	(600,353)			208,421	(391,932)	-9.6%
DEVELOPMENT	(1,506,102)	(2,067,867)			747,295	(1,320,571)	-9.4%
LEGAL AFFAIRS AND GENERAL COUNSEL	(376,885)	(517,461)			295,502	(221,959)	-6.3%
CHIEF MARKETING AND COMMUNICATIONS	(1,016,153)	(1,395,171)			284,078	(11,093)	-0.1%
GLOBAL INITIATIVES AND OUTREACH	(308,955)	(424,192)			457,479	(452,313)	-15.7%
ARIZONA HEALTH SCIENCES CENTER	(836,670)	(1,148,741)			1,231,276	82,535	1.1%
SECRETARY OF THE UNIVERSITY TOTAL	(2,910,747)	(3,996,432)			2,474,041	(1,522,392)	-5.6%
ACADEMIC AFFAIRS & PROVOST TOTAL	(5,286,765)	(7,258,687)			3,574,219	(3,684,468)	-7.5%
VP ARIZONA ARTS TOTAL	(184,154)	(252,842)			147,795	24,054	1.4%
BUSINESS AFFAIRS TOTAL	(7,294,506)	(10,015,300)			2,803,764	(7,955,035)	-11.7%
SVP RESEARCH AND INNOVATION TOTAL	(2,303,120)	(3,162,166)			2,274,589	(887,577)	-4.1%
<b>TOTALS</b>	<b>(22,461,316)</b>	<b>(30,839,211)</b>			<b>14,498,461</b>	<b>(16,340,750)</b>	<b>-7.8%</b>
<b>% CHANGE TO BASE</b>	<b>-10.72%</b>	<b>-14.72%</b>					

Furlough & Furlough-Based Salary Programs 5.0 | *preserving jobs & reducing impact of the budget cuts*  
 Presented to SPBAC – 10/7/20





# Budget Allocation FY21 (Colleges) | Spring Census Update

*At the end of 2020, with exceptional Federal and State support, we end employee contributions to the Furlough & Furlough Based Salary Programs*

*As committed, we review again at Spring Census*

*Thanks to tremendous efforts, we see additional improvement – though still down significantly*

*Half of colleges still face material cuts*

RCUs	FY21 RCM change, based on FY21 Activity Forecast (Updated per Spring Census)	TOTAL FY21 Forecast RCM Change	FY21 Forecast Revenue / Expenses	FY21 Savings from Proposed Furlough Programs & ERE (8/10/20 - 12/27/20)	Net Effect = Total FY21 change, based on FY20, FY21 Forecast, Online / Distance, Exec Decisions, & Proposed Furlough	% Net Effect = % FY21 change, based on FY20, FY21 Forecast, Online / Distance, Exec Decisions, & Proposed Furlough
JAMES C. WYANT COLLEGE OF OPTICAL SCIENCES	(258,577)	(541,669)	16%	611,582	232,635	3%
COLLEGE OF ARCHITECTURE & LANDSCAPE ARCHITECTURE	(239,584)	(368,356)	24%	416,155	291,042	3%
ELLER COLLEGE OF MANAGEMENT	(4,797,208)	(9,446,876)	1,9%	3,789,668	763,628	1%
COLLEGE OF EDUCATION	(148,209)	(304,849)	1,4%	968,815	2,072,522	12%
JAMES E ROGERS COLLEGE OF LAW	(112,337)	(1,368,319)	7%	1,267,011	689,408	4%
COLLEGE OF ENGINEERING	(1,812,071)	(3,518,195)	5%	2,226,440	783,691	2%
COLLEGE OF AGRICULTURE AND LIFE SCIENCES	(1,767,030)	(2,354,302)	1%	2,559,484	(1,604,417)	-3%
CALS - COOPERATIVE EXTENSION	74,121	(290,285)		-	(290,285)	-2%
COLLEGE OF FINE ARTS	(2,351,893)	(3,442,708)		876,162	(20,931)	-0%
COLLEGE OF HUMANITIES	(3,647,057)	(5,002,719)	8%	1,113,724	(1,514,876)	-6%
COLLEGE OF SCIENCE	(7,233,726)	(10,191,267)	8%	6,179,277	2,324,936	2%
COLLEGE OF SOCIAL & BEHAVIORAL SCIENCES	(6,169,362)	(11,963,748)	2,2%	3,734,090	(3,025,616)	-4%
COLLEGE OF APPLIED SCIENCE AND TECHNOLOGY	(452,999)	(1,443,299)	1,0%	309,933	(69,541)	-1%
AHS DIVISIONS AND INSTITUTES	3,209,241	2,937,415		1,039,843	4,477,258	31%
COLLEGE OF MEDICINE (TUCSON)	391,111	(588,909)		3,295,827	(2,762,077)	-5%
COLLEGE OF MEDICINE (PHOENIX)	808,514	1,078,874		2,374,527	(4,546,599)	-18%
COLLEGE OF NURSING	(433,341)	(370,008)	3,2%	1,213,401	2,819,442	17%
COLLEGE OF PHARMACY	638,511	820,143		735,921	306,064	2%
MEL AND ENID ZUCKERMAN COLLEGE OF PUBLIC HEALTH	(364,043)	(1,693,960)		775,560	(342,821)	-2%
<b>RCM INVESTMENTS IN COLLEGES</b>	<b>(24,665,939)</b>	<b>(48,053,035)</b>	<b>15%</b>	<b>33,487,420</b>	<b>583,463</b>	<b>0%</b>
	<b>-4.45%</b>	<b>-8.67%</b>				

Furlough & Furlough-Based Salary Programs **6.0** | *preserving jobs & reducing impact of the budget cuts*

Presented to SPBAC – 3/17/20



# Budget Allocation FY21 (Support Units) | Spring Census Update

**End of employee contributions to the Furlough & Furlough-Based Salary Programs increases the negative impact to support units**

**Auxiliaries (not a part of RCM, so not seen here) realize a 41% decline in activity**

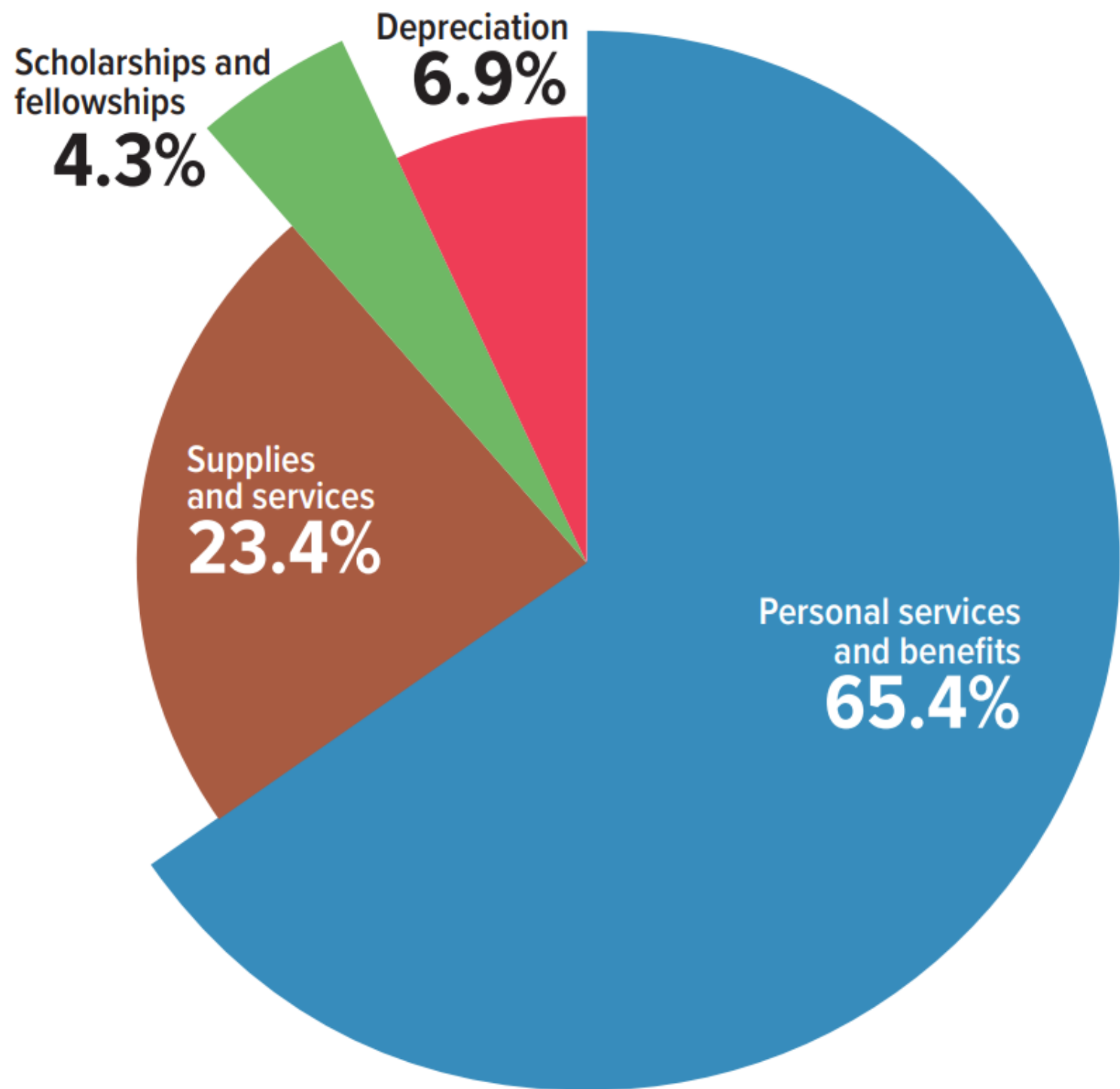
Support Units and Institutional Costs	FY21 RCM change, based on FY21 Activity Forecast (Updated Per Spring Census)	TOTAL FY21 RCM CHANGE	D Adj (Ch Bu	21 % Based Forecast and ents	FY21 Savings from Proposed Furlough Programs & ERE (8/10/20 - 12/27/20)	FY21 Net Effect from Forecast Activity, Exec. Decision Adjustments, and Proposed Furlough Programs	FY21 % Net Effect from Forecast Activity, Exec. Decision Adjustments, and Proposed Furlough Programs
EXECUTIVE OFFICE OF THE PRESIDENT	(429,201)	(592,296)			148,872	(443,423)	-10.9%
DEVELOPMENT	(1,478,349)	(2,040,113)			533,782	(1,506,331)	-10.7%
LEGAL AFFAIRS AND GENERAL COUNSEL	(369,940)	(510,516)			211,073	(299,443)	-8.5%
CHIEF MARKETING AND COMMUNICATIONS	(997,428)	(1,376,446)			202,913	(73,533)	-0.8%
GLOBAL INITIATIVES AND OUTREACH	(303,261)	(418,499)			326,771	(577,328)	-20.0%
ARIZONA HEALTH SCIENCES CENTER	(821,252)	(1,133,323)			879,483	(253,841)	-3.3%
SECRETARY OF THE UNIVERSITY TOTAL	(2,857,109)	(3,942,795)			1,767,172	(2,175,623)	-8.0%
ACADEMIC AFFAIRS & PROVOST TOTAL	(5,189,344)	(7,161,266)			2,257,629	(4,903,637)	-9.9%
VP ARIZONA ARTS TOTAL	(180,760)	(249,448)			105,568	(14,780)	-0.9%
BUSINESS AFFAIRS TOTAL	(7,160,088)	(9,880,881)			2,002,689	(8,621,692)	-12.7%
SVP RESEARCH AND INNOVATION TOTAL	(2,260,680)	(3,119,726)			1,581,715	(1,538,011)	-7.2%
<b>TOTALS</b>	<b>(22,047,414)</b>	<b>(30,425,309)</b>			<b>10,017,667</b>	<b>(20,407,642)</b>	<b>-9.7%</b>
<b>% CHANGE TO BASE</b>	<b>-10.53%</b>	<b>-14.53%</b>					

Furlough & Furlough-Based Salary Programs **6.0** | preserving jobs & reducing impact of the budget cuts

Presented to SPBAC – 3/17/20







Source: FY21 Annual Comprehensive Financial Report  
<https://www.fso.arizona.edu/financial-management/annual-reports>

Despite the tremendous efforts of our community and all the mitigation strategies, the **University still ended FY21 with \$70 million less revenue** than the pre-pandemic forecast – **with some units now starting to do better but others remaining still far worse**

The guiding principle for all mitigation strategies: Preserve as many jobs as possible through an ***equitable, institution-wide approach***

**No unit has paid employees back for the reduction of their income during their 4-month contribution to the Furlough & Furlough-Based Salary Programs**

**No unit will**



