



Strategic Planning & Budget Advisory Committee

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THE UNIVERSITY OF ARIZONA®
STRATEGIC PLANNING & BUDGET ADVISORY COMMITTEE

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ANNUAL REPORT 2017-2018

<p>Dr. Randy Richardson (Fall 2017) Co-Chair, Geosciences</p> <p>Dr. Allison Vaillancourt Co-Chair, VP for Business Affairs & Human Resources</p> <p>Dr. Xubin Zeng (Spring 2018) Co-Chair, Atmospheric Sciences</p> <p>Ms. Jessica Baxter (Fall 2017) GPSC President</p> <p>Dr. Meg Lota Brown English</p> <p>Ms. Melinda Burke VP, Alumni Relations & President, UA Alumni Association</p> <p>Dr. Bryan Carter African Studies</p> <p>Dr. Andrew Comrie (Fall 2017) Senior Vice President for Academic Affairs & Provost</p> <p>Dr. Bill Conway Mathematics</p> <p>Dr. Vincent Del Casino VP for Academic Initiatives and Student Success</p> <p>Mr. Peter Dourlein Assistant VP for Planning Design & Construction</p> <p>Dr. Javier D Duran Spanish & Portuguese</p>	<p>Dr. Kim Espy Senior VP for Research and Director AZ Research Laboratories</p> <p>Dr. Hanna (Johnny) Fares Molecular & Cellular Biology</p> <p>Mr. Jim Florian Associate VP for Institutional Analysis</p> <p>Ms. Taylor Gee (Spring 2018) GPSC Representative</p> <p>Dr. Tannis Gibson Dean's Representative, Fine Arts</p> <p>Dr. Jeffrey Goldberg (Spring 2018) Acting Sr. VP for Academic Affairs & Provost</p> <p>Mr. Gregg Goldman Senior VP for Business Affairs & CFO</p> <p>Dr. Sabrina Helm Family & Consumer Sciences</p> <p>Dr. Samuel Keim Emergency Medicine</p> <p>Mr. Matt Lubisich ASUA President</p> <p>Dr. Maria Marzinsky APAC Representative</p> <p>Dr. Marc Miller Deans' Representative, Law</p>	<p>Dr. Lynn Nadel Chair of the Faculty, Psychology</p> <p>Dr. Suzanne Panferov Reese Interim VP for Global Initiatives</p> <p>Ms. Christina Rocha CSC Chair</p> <p>Mr. J.P. Rocznik President, UA Foundation</p> <p>Ms. Lisa Rulney Associate VP for Financial Services</p> <p>Dr. Melissa Tatum Law</p> <p>Ms. Marilyn Taylor Senior Assistant VP for Finance & Administration</p> <p>Dr. Jesús Treviño Vice Provost, Inclusive Excellence/Sr. Diversity Office</p> <p>Ms. Kendal Washington White Assistant Vice President & Dean of Students</p> <p>Ms. Kathy Whisman Associate VP & Chief Budget Officer</p> <p><i>Staff support provided by Yadira Caballero</i></p>
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COMMITTEE ISSUES AND ACTIONS

SETTING THE STAGE FOR THE YEAR

Early SPBAC meetings focused on collecting input on key questions for the committee to address during the FY 17-18 academic year. Members asked that we address the following issues:

How can we balance student body growth and maintain academic quality? • How do we invest in order to realize new revenues? • How do we evaluate our diversity and inclusion efforts and embed these concepts in the Strategic Plan? • Are we optimally organized? • What is our international strategy? • How can SPBAC encourage bi-directional accountability for the strategic plan? • How do we create strategies and strategic investments regarding rankings? • How can SPBAC help guide disinvestments? • What are our potential sources of new revenue? • How do we identify a strategic plan that uniquely identifies UA? • How to use data to improve quality of teaching and retention? • What is the value proposition for students? • How do we stand relative to our peers? What other information from other universities can guide us? • How to change the culture? • Which units are doing well? Which are not? Which units need support? • What is our community engagement strategy? • What principles could inform the University Career Architecture Project? • What are the opportunities and challenges that emerge when we think of ourselves as the leading university in the southwest? • What does interdisciplinary 2.0 look like? • How can our strategic plan address our place in history?

These suggestions were used to drive the year's agenda. SBPAC co-chairs (Randy Richardson and Allison Vaillancourt during the Fall semester and Allison Vaillancourt and Xubin Zeng during the Spring semester) selected the following topics for attention.

University Rankings

In a series of meetings with Marc Miller, Dean of the College of Law; Vincent J. Del Casino, SPBAC member and Vice President for Academic Initiatives and Student Success; Melissa Vito, Senior Vice President for Student Affairs, Enrollment, and Academic Initiatives, Simran Nirh and Javier Escobar from the University Analytics & Institutional Research; Barry Brummund, Assistant Vice President for Strategic Analysis/Projects for the Executive Office of the President; and Jim Florian, Associate Vice President for Institutional Analysis, SPBAC explored the factors included in national rankings and recommended that a formal UA Rankings Committee be formed to ensure that we are doing everything possible and appropriate to document and receive recognition for our efforts.

Information Security

SPBAC welcomed new Chief Information Security Officer Lanita Collette and learned about efforts to increase information security through better practices and infrastructure changes. SPBAC endorsed efforts to require dual factor authentication.

Marketing

Tony Proudfoot, Associate Vice President for Marketing, provided an overview of marketing theory and invited SPBAC to consider the importance of a well-defined mission and set of strategic objectives as a foundation for future marketing initiatives.

Strategic Planning

President Robbins initiated a university-wide strategic planning effort, and SPBAC was heavily involved. Besides individual members' direct involvement, SPBAC received regular updates from the Strategic Planning Co-Chairs Lisa Ordóñez and Elliott Cheu, and organized discussions to provide the input.

Optimal Organization

Recognizing the importance of organizational structure for UA in general and for the strategic planning in particular, SPBAC organized discussions on the optimal organization, and produced a white paper for future reference. SPBAC discussions and surveys identified themes in three key areas: organizational structures, accountability, and decision making. In the interest of supporting more optimal organization and service delivery, SPBAC made three major recommendations: re-imagine the role of central units, adopt a community-based delivery model, and invest in administrative infrastructure.

Student Experience

To gain a better understanding of student experience, SPBAC invited several undergraduate students for in-depth discussions. A short report was prepared to list the key concerns of students on three questions:

- 1) What do you appreciate most about the University of Arizona?
- 2) What could we do to build on the facets you appreciate most?
- 3) What frustrates or disappoints you about the UA?

While most of the concerns should be addressed as part of the University Strategic Planning process, SPBAC also made recommendations for near-term implementation to enhance the student experience and increase student retention.

Cluster Hires

There were several cluster hires of faculty members in the past few years to strengthen specific areas. SPBAC recommended that if cluster hires are pursued again, they should emphasize not only research but also teaching and diversity/inclusion.

University Career Architecture Project

SPBAC reviewed progress to date on the University Career Architecture Project and made recommendations for ensuring the project's success.

A Note About Senior Leadership Participation

The FY 17-18 was a year of profound institutional change and SPBAC was fortunate to have regular and active participation by several senior leaders: President Robbins, Senior Vice President for Business Affairs and Chief Financial Officer, Gregg Goldman, and two provosts: Andrew Comrie (9/17-2/18) and Jeff Goldberg (2/18-present).



Allison M. Vaillancourt
SPBAC Co-Chair



Xubin Zeng
SPBAC Co-chair