Minutes
Wednesday, May 20, 2020
8:15-9:50am via Zoom


Absent: S. Keim, M. Tatum, B. White


Presenters: Liesl Folks, Senior Vice President for Academic Affairs and Provost; Jane Hunter, Vice President, Strategic Initiatives; Steven Moore, Senior Vice President, Chief Marketing/Communications Officer; Kasey Urquidez, Vice President, Enrollment Management; Kathy Whisman, Senior Associate Vice President / Chief Budget Officer, Office of Budget and Planning

Call to Order
Co-Chair Brummund called the meeting to order at 8:17 am

Approval of the Minutes of May 6, 2020
The May 6, 2020 minutes were approved.

Review / Q&A on National Media / PR Value / Logistics
Steven Moore, Senior Vice President, Chief Marketing/Communications Officer
Moore updated the committee on marketing efforts and virtual commencement. He stated web traffic on the day of virtual commencement increased to 8,000 views with 5,000 viewers of the commencement. Moore shared promotional videos generated by AZ Arts. He spoke about the importance of moving form local and regional media and onto national media outlets. The University has hired the PR firm Cavalry to assist with placing UA in national media leading to President Robbins appearing on major news outlets. Moore announced additional $250,000 in digital advertising to individuals already in the pipeline to attend UA. Advertisements will target Texas and California.

1 Questions asked on chat that remained unanswered during the regular meeting were forwarded to the relevant presenters for follow-up reports and answers. Presenters’ resulting answers are marked as “follow-up” in the minutes.
Committee members asked follow up questions and expressed concerns over Cavalry’s possible affiliation with hate groups. Moore stated the University looks into the background of all consultants and found no evidence Cavalry has worked with such groups in the past. He expressed the need to be pragmatic, from a marketing standpoint, and to gather national media attention for the University.

Moore informed the committee the consulting firm was contracted through the UA Foundation and is an independent account. He was not at liberty to share the financial details of the arrangement.

Follow-up: In the zoom chat, members also asked questions regarding the financial aspects of the PR push, the costs of the consulting firm, and the projected marginal revenue generation. In a post-meeting email, Moore presented a relevant comparison in that UA have generated 6,197 media mentions across broadcast and print as compared to OSIRIS-Rex 1,000 / EHT Black Hole 700 and 50th Anniversary of the Moon Landing 500; the current campaign delivers over 8 times more coverage than the average of previous highs, leaving no room for doubt that positive returns result from this agreement with Cavalry which are contracted through the UA Foundation.

Review / Q&A on Recruitment & Enrollment
Kasey Urquidez, Vice President, Enrollment Management
Urquidez provided a student enrollment update (within the context of moving into next year) to the committee members. Enrollment decreased as March passed and she shared the number of students signed up for orientation had decreased 8%. However, a record number of students signed up for orientations during the week of national television appearances by President Robbins. Urquidez shared budget projections and indicated, at the time of her report to SPBAC, enrollment was down in all categories, especially international and non-resident students.

Urquidez described efforts to sort through confusion and uncertainty to understand the decisions students and parents are making. She stated half of potential students may delay college enrollment and all orientations will be virtual. Orientations will take place through July in order to assist students in determining which program is best for them. She also shared the application deadline for first year students has been moved to June 1, 2020 with deferral options for Spring 2021 or Fall 2021; there will be the opportunity to enroll online with support services, and there may be gap semester program opportunities for students. Wildcat Summer Success courses have been launched and present opportunities for an “academic refresher”.

Committee members asked questions regarding internship credits for gap semester programs and Urquidez stated a few units have an internship component built in for career development/engagement. Members expressed concerns regarding funding students on gap semester programs and asked follow-up questions about the distribution of funds.

Discussion: FSERT Strategic Plan Recommendations
Kathy Whisman, Senior Associate Vice President / Chief Budget Officer, Office of Budget and Planning; Jane Hunter, Vice President, Strategic Initiatives
Whisman and Hunter updated the committee on the process of reviewing strategic investments in order to decide what items should be stopped or delayed while preserving University funding. Whisman provided an overview of the approach used in this process, outlining the movement from investments in strategic initiatives from University cash balances to disaster mitigation with limited cash and competing demands. Whisman stated, given the expected reduced revenue due to COVID-19, competition for cash balances will increase.
Whisman explained the criteria behind decisions made including why a complete freeze in spending was not recommended. She said a “people first” approach was utilized in order to avoid immediate and significant layoffs and focused on costs that were contractual obligations/unavoidable. Investments with immediate return on investment or buffering of lost income were also reviewed. She also provided information about recommendations going forward including a $38.6m reduction in spending. She stated the original budget plan funded 53 initiatives with $66.1m. The recommended plan reduced spending to $27.5m for 25 initiatives with nearly half of funds going to contractually obligated expenditures. Hunter and Whisman gave an overview of next steps including, communications to pillar and initiative owners, and tracking initiative spending and progress.

Committee members asked questions regarding contractually obligated spending and were informed there were three initiatives impacted by significant obligations including startup packages for new hires and the CRM project.

**Discussion: Campus Re Entry Planning and 9-month Faculty Work this Summer**

Liesl Folks, Senior Vice President for Academic Affairs and Provost; Jefferey Burgess, Associate Dean, Research/Public Health; Jane Hunter, Vice President, Strategic Initiatives

Folks informed the committee regarding campus re-entry plans. She gave details on the current timeline, stating that details of safe workplace re-entry plans will be sent to the UA workforce that include operating guidelines that will need to be implemented in all facilities. She stated the exception to these workplace operating guidelines were research facilities, but all research groups need plans in place.

She outlined the high-level pieces of the plan, including:

- Guidelines would require face coverings in all indoor spaces except private offices or workstations that enable 12 feet of social distance from others. Social distancing can be managed in certain workspaces by limiting the number of people who are able to work at any one time. Folks stated anyone who can work from home should work with managers to continue to do so.
- Hand sanitizer will be available, one-way paths through buildings, stairwells may be demarcated up or down, and limitations may be placed on number of elevator users.
- Employees will complete an attestation of wellness, consisting of a series of questions asked on a daily basis. All employees will be asked to check their temperature daily. Data from these items will not be shared.

Members asked if these guidelines were applicable to teaching and Folks stated the guidelines were focused on bringing the workforce back to campus in fall, not on teaching.

Hunter shared the dialog for the plan to re-enter the UA campus was underway via the UA Forum.

Members asked if testing will be available for all employees, students, and staff prior to and during the phased re-entry. Folks responded that testing will be available to everyone before the fall semester.

Members asked questions about the hold placed on requests from faculty to move classes to online teaching for the fall semester. Folks explained the need to put a hold on request from faculty to move face-to-face classes online, stating if the current model of teaching online is maintained, UA will enter the worst-case financial scenario. She indicated if students could get degrees entirely online, it would dramatically lower tuition revenue and impact operations in a severe way.

Members discussed with Folks air handling within campus buildings. Folks stated Facilities Management has an engineering team working on air handling/flow in older buildings. She stated they
are actively ranking buildings by biggest problems and determining where there will be the most impact from remediations to air flow.

Members asked Folks if it will count toward furlough days if an employee decides to stay home after self-assessment. Folks replied it is the role of heads and directors to figure out how to cover teaching loads when faculty are sick and each individual would need to decide if they were using sick, furlough, or personal time off in this instance.

Follow-up: In a message received after the meeting, Folks responded to a question from a committee member, stating she is working to get communications out to all employees on how to self-assess the risks of COVID-19 and what the process will be for working with direct managers/supervisors to figure out work adjustments that can be made reasonably for each individual, while still allowing the campus to function normally. She also said every employee will need to be considered individually when assessing risk and returning to campus.

Updates

**President Robbins**
Robbins updated the committee regarding campus re-entry work and spoke about other institutions’ efforts to return to campus. He indicated AAU created a working group to write a white paper on the fundamental principles of campus re-entry. He expressed the need for one person to coordinate this effort and stated he asked Richard Carmona to aggregate all the work associated with this task.

**Betsy Cantwell, Senior Vice President, Research and Innovation**
Cantwell updated the committee on the guidance and checklist for resuming research. The goal is to start June 1 with ADRS and teams of faculty working with all researchers to complete checklists for operations. Once the checklist is complete in unit, it will be sent onto RII in order for research to restart. She informed the committee on work done to maintain social distancing including scheduling and PPE. She said there will be separate checklists for field-research with travel or person-to-person interaction.

Cantwell stated she is looking for students who will conduct research over the summer for a focus group to look at the process of ramping-up research. She indicated research will look different going forward with more solo work, possibly in PPE.

**Lisa Rulney, Senior Vice President and Chief Financial Officer, Business Affairs**
Rulney updated the committee on the annual operating budget due to ABOR which has been pushed back to August. She stated she hopes it will be approved in September. She informed the committee regarding lost temporary funding from FY20 and increased liability associated with health insurance fund.

**Steven Moore, Senior Vice President, Chief Marketing/Communications Officer**
Moore informed the committee about digital marketing efforts focused on California, Phoenix, and Texas markets.

**Jon Dudas, Senior Vice President, Senior Associate to the President / Secretary of the University**
Dudas updated the committee on the Arizona Legislature and efforts around a bill to limit COVID-19 liability.
Jessica Summers, Chair of the Faculty
Summers shared with the committee that shared governance groups will continue meeting over the summer to ensure all necessary policies are in place for UA’s fall start up.

Adjournment
The meeting was adjourned at 9:50 am.