MEL AND ENID ZUCKERMAN COLLEGE OF PUBLIC HEALTH
THE UNIVERSITY OF ARIZONA

Dean Update (2): January 16, 2015

December Retreat's Questions

In the past "Reserves" have been depleted by administrative/university cuts. What protects the "reserves" from being swept?

The "Reserves" are put aside to cover 1) college operations when the revenues decrease below the baseline level and 2) colleges' share of university budget cuts. The RCM model/formula has an entry for budget cut that will allow each college to calculate and see their share of the university budget cut. The process will make all the financial transactions transparent.

What will happen to our reserves when other essential departments/colleges fail to keep an appropriate reserve?

Each college is responsible for handling its own operations and is requested to put aside a "Reserve" to deal with the fluctuation of the budget (tuition & Research revenues) from year to year. Depleted "Reserve" in one college is its own responsibility and is not covered by any other college.

How will the finances Bias the P&T Process?

The finances have nothing to do with the P&T Process

How do dual degree students fit into RCM especially MD/MPH in Tucson?

The MD/MPH degree in Tucson is currently not included, but I was told it might be resolved next year. However, the main approach will be to discuss it directly with COM and have an acceptable agreement between the 2 colleges. Check the website for details about RCM for graduate students at rcm.arizona.edu

In the move to departments, where does the undergraduate (UG) program fit?

- Similar to the MPH and Dr. PH, the UG program will belong to the section
- Each section will manage/administer its education program from UG to master to doctoral to online.
- This will allow each section to be responsible for the planning/ growth/accountability/ tuition recovery
- Facilitate allocation of funds based on productivity
- Facilitate developing of creative program(s) and/or courses between different sections
- Sections chairs will be compensated accordingly

What will be the split from the college to the department? When will know it?

The budget distribution between divisions, operating units, and administration was presented at the retreat and nothing will change. Any change in the future will be based on the RCM budget plan and the share of each department in revenue generation. Future additional allocation will be transparent and shared /presented at the end of each year's retreat.

The revenue slide reported 0% of revenues from unrestricted gift, but few slides later we saw $14 millions in endowments. 1) how are these gift funds accounted for in revenues calculations and what is the process in place to decide how gifts are allocated? 2) What efforts are underway to increase unrestricted gifts?

1) Endowments: The principal of any endowment is invested at the UAF and the Colleges get only the 4% interest (for each 1 million the College gets $40,000). All our endowments are restricted gifts as each one is designated based on the donor's request. For e.g. For endowed chairs, the 4% interest goes

towards the endowed chair salary; in CAB Scholarship endowment, the 4% interest goes towards students scholarships and so on. Therefore, in spite of having $14 M in endowments, we have negligible amounts in unrestricted funds.

2) In order to increase unrestricted funds we have to rely on philanthropic support and development funds.

What did you mean by "Tax"?

With new RCM budget model, the Colleges will receive all the funds based on state allocation, tuition and IDC (**Revenues**). Then, the Colleges will have to pay their share to support the operational cost of the university such as the supporting units, sponsored projects, administration office, and investment reserve **(taxes).**

What are the implications of department format on shared governance?

Shared governance is core to all our operations. Departmental structure along with RCM will enhance shared governance, as everyone will get a chance to be actively engaged in shaping the strategic direction of the department. A College-wide Advisory Transition Team will be formed to share suggestions, identify issues and recommend solutions regarding departmental structures, policies and procedures

What will be the human cost of RCM, online move, increase in UG enrollment in term of faculty burden, time and quality of life/environment?

RCM is a tool for better business plans and management. It will allow each department to plan strategically based on the strength of its members. Planning for increased # of students will take into consideration increased numbers of instructors who could be qualified adjunct faculty, qualified professionals, doctoral students etc…). Each section along with the department chair will plan strategically how they can be more efficient and creative without compromising the quality of education.

Emphasis on strong research portfolio, impactful community and outreach programs along with performance-based incentives are all part of the strategic plan of each department.

Section chairs along with the faculty will be using the RCM forms to strategize and plan for the direction of their section and where/when/how and if to invest in one program vs the other.

A College-wide Advisory Transition Team will be formed to share suggestions, identify issues and recommend solutions regarding departmental structures, policies and procedures.

Will department head be able to make immediate hiring decisions that fall short of T/TE hires? Or if not immediate, rubber stamped it quickly after consulting with the business office?

Currently, the division directors are the one who make hiring decisions for NTE based on the College approved guidelines and the UA approved procedures. As such, they will still be able to make the same decisions as department heads. The business office's role is to make sure that the funding information is correct and the UA/HR procedures for hiring are followed.