



Financial Affairs Advisory Committee (FAAC)

Minutes of Meeting: 12/4/25

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Present: Becky Peterson (Chair), Bobby Hewlett (EVP and CFO), Dale Thomson, Julie Boland, Emily Luxon, Jefferson Williams, Gillian White, Hsiao Sung

Absent: Stefanie Russman Block, Vance Jackson, Sara Soderstrom, Kentaro Toyama (SACUA)

Guests:

Jen Vetter, Director of Executive Projects and Special Advisor

Keaten North, Director, Institutional Financial Planning & Analysis

Sven Sawin, Assistant Campus Planner

Faculty Senate Office: Eric Vandenberghe

2:45pm-2:48pm: Call to Order, Approval of Agenda and Minutes, Announcements

The agenda was approved. The minutes for the November FAAC meeting were approved. Introductory slides are shared by the Chair.

2:48pm-3:09pm: CFO update

Summary: EVP Hewlett provides the committee with an update of actions that have transpired since the committee last met.

The committee briefly discusses the answers provided by VP Kiernan as a follow-up from the prior meeting.

EVP Hewlett provides timelines for the opening of several new spaces on campus. The D. Dan & Betty Kahn Health Care Pavilion has been opened. The new College of Pharmacy Building will open within the next year. The Hadley Family Recreation & Well-being Center will open in August.

Two meetings will take place in December between EVP Hewlett, his team, and faculty leaders. There will be one meeting to discuss Work Connections, and another to discuss Collegiate Travel Planners. Chair Peterson provides context for these meetings.

EVP Hewlett discusses some of the ways that artificial intelligence is utilized at UM. Procurement, Contracts, and Travel all utilize AI. A member asks how it is ensured that the information provided by the AI is accurate. When chatbots are utilized, the backend data that is utilized has been thoroughly vetted. AI is a tool that requires human review and is in no way meant to fully replace it. Use of AI undergoes robust consideration by university



leadership to consider if it is a net benefit to the university and society at large. A member suggests that customer service requires a human element in certain situations. Further discussion ensues on this subject.

The committee discusses the Business and Finance Office's role in the ongoing partnership with Los Alamos, including their much-publicized work in Ypsilanti. It is indicated that there are four primary units that are working on this: Real Estate, AEC, Campus Sustainability, and Finance. Some of the other key stakeholders in this partnership are discussed.

Action: Update and discussion

3:09pm-4:01pm: Topic of the day: Capital Council, Look to Michigan, Campus Plan 2050, Planning and Strategic Initiatives

Summary: EVP Hewlett introduces the guests.

Director Vetter presents to the committee on the Office of Planning and Strategic Initiatives (OPSI). This office manages priority initiatives, projects, and special operations within the purview of the Business and Finance Office. The Office was established in 2022. Areas of support include leading projects, project facilitation, observation, and rapid response. Their project portfolio includes Vision 2034, Campus Plan 2050, Central Campus residential development, campus design review committee, and the UM Center for innovation.

The committee asks Director Vetter questions related to OPSI. They receive their directives from EVP Hewlett. There are often other offices that will request their services. There are twelve members of their team. This team does not work on the Flint or Dearborn campuses. AEC oversees capital projects at UM-Dearborn and UM-Flint. A member asks how OPSI winds their involvement with projects down and suggests that this is a critical part of the group.

Director North continues the presentation with an overview of the Capital Council. The Capital Council meets monthly and considers four primary topics: review capital project pipeline, review and endorse projects prior to Regent approval, strategic planning and consistent evaluation of capital needs, and review and provide input on capital council dashboard.

The composition of the Capital Council is shared. There are four voting members, which are the President and three Executive Vice Presidents. There are other members who provide feedback, and additional guests are invited as needed. The members work to establish capital planning priorities, review and approve projects, and review the 5-year capital plan.

Director North provides an overview of relevant dashboards that the Capital Council reviews. These are meant to clarify 5-year capital plans. The Capital Council provides transparency on how large dollar projects at UM are selected. The committee discusses the Capital Council. The project evaluation criteria are shown. Committee members request more consideration be made to include faculty in the Capital Council. The Provost represents faculty interest, but that is only one voice of many. There should be more consideration given to adding deans or others who directly represent the educational mission and research mission.



Assistant Campus Planner Sawin presents to the committee some of the ongoing capital projects on campus. Campus Plan 2050 is moving forward, with several projects in progress. A map is shown of the Ann Arbor campus as it is expected to look in 2050. This effort is meant in part to better connect the campus. The website campusplan2050.umich.edu has news and updates on the progress of these efforts.

The planning themes embodied in Campus Plan 2050 are discussed. There are five themes: life-changing education, human health and well-being, collaboration and connectivity, democracy, civic and global engagement, and energy climate action, sustainability, and environmental equity.

Ongoing work as part of Campus Plan 2050 is shared. Work showcased includes the Hadley Family Recreation & Well-being Center, the D. Dan & Betty Kahn Health Care Pavilion, the Hayward Street geothermal facility, new bus lanes, and the proposed innovation district.

Action: Discussion

4:01pm: Adjournment

Respectfully submitted,

Eric Vandenberghe
Faculty Governance Coordinator
Faculty Senate Office