President David Dooley has articulated several transformational goals in his vision for the University of Rhode Island which become the foundation for all Divisional Strategic Plans. President Dooley has set the vision that the University of Rhode Island will:

*Be a truly **global and international institution** as evidenced through research, curriculum, external partnerships, and service (outreach).*

*Focus on **experiential learning**—all students are part of a “community of discovery.” This will be reflected across all disciplines via student research, student creative projects, student internships and other external partnership work. Experiential learning will also be integrated into faculty research, scholarship, and external partnerships.*

*Provide a greater **emphasis on learning through technology** with new ways of delivering educational programs and services. The successful 21st century university will utilize all available technological tools for teaching and learning. The educational experience will be a 24/7 enterprise, moving beyond just classroom learning.*

*Promote **diversity and community** as core values and intrinsic parts of the university’s identity.*

*Develop **partnerships** in conjunction with other higher education institutions; local, state, and federal governments; local and statewide K-12 education; corporations and non-profit organizations; joint ventures for entrepreneurism.*

*Promote **organizational adaptation** (ability to respond and adjust as needed; being nimble and innovative) at all levels of the University.*
Division of Administration and Finance

Mission Statement

The Division of Administration and Finance will provide expert leadership and the business, finance, facility, public safety, human resource and planning support to the campus community in the most efficient and effective manner to facilitate the vision and goals of the University as a twenty-first century institution focused on research, experiential learning, and global education, fostering inclusion and community, and deeply rooted in technology.

Vision Statement

The Division of Administration and Finance will be a regional leader in innovative and technology-based systems in supporting the academic and operational programs of the University. The division will be acknowledged for is high quality campus environment, sustainable practices, stewardship and campus design and development that fosters learning, research and a strong campus community.

Divisional Goals

A. Develop and support innovative solutions to financial challenges through sound management practices and financial planning.

B. Develop and enhance effective and innovative business processes and systems throughout the University.

C. Create and maintain high quality and attractive facilities and a campus environment that fosters learning, academic research, sustainable practices and operations and promotes a strong University community.

D. Assure a safe and supportive environment at all campuses.

E. Provide essential human resource functions and support systems to the university community which promotes an equitable, inclusive, and diverse workplace, promotes professional development of faculty and staff, and recognizes the complex work-life issues of the community.

F. Provide effective and ethical procurement, accounting, and auditing procedures in compliance with URI, BOG and government policy, standards, and requirements.

G. Collaborate with the University, public, private, and non-profit entities that advance the University’s strengths in research, teaching, and outreach.
Goal A: Develop and support innovative solutions to financial challenges through sound management practices and financial planning.

1. Support activities of the Strategic Budget and Planning Council (FY 2012 and beyond)
   a. Provide information to the Council that will assist them in making their recommendations
   b. Meet with the Provost and VP for Administration and Finance prior to each meeting to set the agenda and discuss the best focus of the Council

2. Diversify financial resources to support training opportunities (FY 2012 and beyond)
   a. Continue to provide regular update and informational meetings on at least a quarterly basis through the Controller’s Office and Budget Office and convened at other times during the year as warranted
   b. Establish the use of external resources to continue training for law enforcement, public safety, hazardous waste management and emergency management (NIPSRT)

Goal B: Develop and enhance effective and innovative business processes and systems throughout the University.

1. Gain approval for greater autonomy for URI from the General Assembly by FY 2013
   a. Resubmit proposed legislation to create single employment service under the Board of Governors for all higher education employees
   b. Submit legislative proposal for purchasing waiver (delegated authority)

2. Develop a strategy for implementation of Electronic Systems
   a. Implement on-line harassment prevention training by FY 2012
   b. Research solutions for time and effort reporting on-line by FY 2013:
      ▪ Evaluate the method of service delivery
      ▪ Perform logistical study to restructure organization
      ▪ Develop and issue RFP Effort Certification software and implementation FY 2013 to FY 2014

3. Implement on-line employment forms by FY 2012

4. Research Electronic Payroll System and Benefits for state employees
   a. Open discussion with State on developing electronic transmission of bi-weekly payroll by FY 2012
   b. Open discussion with State on developing electronic transmission of State Employee Information (CS-3) by FY 2012

5. Implementation of on-line time cards completed by end of FY 2012
6. **Encourage Direct Deposit for all payroll**
   a. Start Promotional Campaign Summer/Fall of 2011 for internal payroll
   b. Work with RI Credit Union to promote direct deposit
      - Starting FY 2012 RI Credit Union will attend job fair
   c. Goal is 85% of internal payroll on direct deposit by end of FY 2012
   d. Goal is over 90% of internal payroll on direct deposit by end of FY 2013

7. **Implement PeopleSoft Billing and Receivable Module requirements**
   a. FY 2012 Develop and issue an RFP for consultant to implement
   b. FY 2013 start implementation

8. **Increase credit card acceptance for Payments for University sponsored conferences, seminars and other revenue producing events**
   a. Implement “Reg-On-Line” for conferences by FY 2012
   b. Implement “Bunk-One” for Alton Jones Camps by FY 2012
   c. Implement “Sallie Mae” Pharmacy annual conferences by FY 2012

9. **Complete on-line requisitioning requirements in FY 2012**
   a. Complete training of University departments by October 2011

10. **Promote electronic student refunds (outsource)**
    a. Increase education on Higher One to new students
    b. Encourage students to have payroll directly deposited onto refund card by FY 2012

11. **Provide accessible training opportunities for business services via on-line methods to the entire URI community**
    a. P-Card procedures and P-Card PeopleSoft module - Develop on-line training with Sakai, adding flexibility and expanding the use of the P-Card program by FY 2012
    b. Travel procedures – Develop training with Sakai by FY 2013
    c. Time Card – instructional video on-line for time entry and approval by FY 2012

12. **Integrate CIP and financial planning system by FY 2012**
    a. Institute centralized database for current and future CIP projects in planning or design
       - Through the Office of Campus Planning and Design, complete the full integration of project budget worksheets with the Capital Improvement Program Access Database required by the State by July 1st of each fiscal year
       - Develop a criteria-based evaluation method for weighting the relative importance and merit of new capital projects in relation to the University’s Academic Plan and strategic goals and fully exercise the new methodology for the FY 2014-2018 Capital Improvement Plan by FY 2012
b. For new PeopleSoft project accounts, work with the State Budget Office to establish standardized tracking entries using the CIP database
   ▪ Beginning with the Hillside Residence Hall project, fully utilize the PeopleSoft Project Account Module to populate and track all sources and uses of funds for major capital projects, developing reports that facilitate access to project encumbrance and expense information by FY 2012

13. Initiate GIS for URI to incorporate data (infrastructure and utilities) to a single database for the community by FY 2014

14. Implement Computerized Maintenance Management System (web-based program called CMMS) to provide feedback on work orders (began 9/2010)
   a. Evaluation of method of services and/or delivery to campus by FY 2012
      ▪ Define system features and capabilities to inform bid specifications by FY 2013
      ▪ Put the system out for bid and award a purchase contract FY 2013
   b. Evaluation by customer of the services provided by FY 2013
      ▪ Implement the customer update and feedback features of the system on a pilot basis and place into full operation by FY 2013

**Goal C: Create and maintain high quality and attractive facilities and a campus environment that fosters learning, academic research, sustainable facilities operations and a strong University community**

1. Practice and reinforce sustainable work and living practices throughout campus by implementing the Climate Action Plan (include 1-3 year strategies) by FY 2013
   a. Implement electronic bulletin board and avoid the use of paper flyers and junk mail
      ▪ Consider “buzz” line concept
   b. Incorporate hybrid RIPTA buses into the University’s local shuttle and regional transit service
      ▪ Regional busses by FY 2012
      ▪ Shuttle busses by FY 2013
   c. Continue the transition to alternate-fuel and hybrid vehicles in the vehicle fleet serving the University’s Campuses
      ▪ Courier vehicle converted to hybrid by FY 2012
   d. Develop program to eliminate bottled water by FY 2012
      ▪ Outreach and education
      ▪ Evaluate cost savings in waste disposal
      ▪ Evaluate cost savings for filtered water systems in each building

2. Energy conservation, performance contracting, and reduction of Greenhouse Gas emissions (FY 2012 and beyond)
   a. Reduce energy use
b. Continue goal of LEED Silver minimum in all projects

c. Reduce waste (reduce plastic bottles)

d. Expand waste minimization practices to include green purchasing policies and objectives

e. Energy Performance II Contract - cost effective projects that pay for themselves by (FY 2014

g. Evaluate URI electrical power demands for next 20 years and develop response strategies for discussion by FY 2012

g. Evaluate heating/cooling demands for next 20 years and develop response strategies for discussion by FY 2012

h. Evaluate the use of alternate fuel sources and technologies to reduce carbon footprint

i. Make further energy-saving investments once the financing obligations for energy efficiency improvements in place are met

j. Complete Energy Performance Contract Project 6 and initiate Project 7 by FY 2012

k. Secure LEED Silver, or higher certification for the College of Pharmacy Building by FY 2013

l. Secure LEED Silver, or higher certification for Hillside Residence Hall by FY 2014

m. Formally reappoint members of the Waste Minimization Committee and formally adopt, develop and roll-out green purchasing policies and objectives to the University Community by FY 2013

3. Building Janitorial and Maintenance

a. Maintain standard of appearance at “moderate” by FY 2012

b. Centralize Housing and Residential Life, Facilities and the Graduate School of Oceanography Custodial Services

c. Develop security strategy for limited access to facilities

d. Improve access to building locking system

e. Expand upon the current use of green products and techniques

f. Provide additional janitorial and maintenance personnel to support new or renovated capital facilities

4. Capital Project Management

a. Engage contract project managers to ensure good planning, proper construction oversight, commissioning, and turnover of new and renovated facilities to operations by FY 2012

b. Within Campus Planning and Design, establish and fund a new position of Assistant Director to focus on design phase project management, project start-up, contracts, and financial management of design phase services

c. Continue implementation of electronic archives of construction projects (FY 2012 and beyond)

d. Incorporate student experiential learning opportunities within current and future capital projects
e. Ensure 2 university employees become LEED Accredited professionals by FY 2014
f. Complete space utilization on campus\textsuperscript{vii}
   - Faculty offices, labs, and storage areas

g. Promote in-service training and attendance at professional development workshops by FY 2012 and beyond

**Goal D: Assure a safe and supportive environment at all campuses.**

1. Review and revise campus plans and manuals incrementally over three years to be consistent with current governmental, environmental and public safety regulations by FY 2014
   a. Update and refine the All Hazards Emergency Response Plan, including a Hurricane Plan
   b. Update and refine the Spill Prevention Control and Countermeasures Plan and provide training

2. Streamline the Emergency Alert System
   a. Redefine for the user method of priority response to make reception of messages more timely and efficient by FY 2012
   b. Establish a regular testing process by FY 2012

3. Maintain higher standards and controls as part of compliance requirement
   a. Enforce identification of personnel (service personnel and contractors) in buildings, especially residential facilities -- uniform/badges
   b. Develop a Visitor’s Pass System for contractors on the property

4. Complete fire safety and protection upgrades to conform to the RI State Fire Safety Code
   a. Places of Assembly
      - Memorial Union (RIHEBC funded), Taft, Chafee, Fine Arts assembly facilities, Library, Athletic complex (in part ARRA funded) by FY 2012
      - Residence halls complete by FY 2013

5. Evaluate resources and capabilities of University Emergency Medical Services, Police and Fire response by FY 2012
   a. Utilize an independent consultant report to validate and improve both internal and external response: URI services, Kingston Fire District and South Kingstown Police Department
      - Contract for services by FY 2012
      - Release Report by FY 2012
   b. Conduct joint “tabletop” training with all local responding agencies beginning in FY 2012

6. Improve Bio-safety management
   a. Establish a Bio-Safety Officer position by FY 2012
b. Implement and oversee mandatory job safety and training tutorials on-line by FY 2013

c. Provide systematic reports that review conditions and practices of concerns, as well as records confirming complaint conditions and practices by FY 2013

**Goal E: Provide essential human resource functions and support systems to the university community which promotes an equitable, inclusive, and diverse workplace, the professional development of faculty and staff, and recognizes the complex work-life issues of the community.**

1. Establish a shared position with the Office of International Education to administer the process associated with the hiring of foreign nationals. This is a highly specialized area due to the recent changes in the Immigration Reform and Control Act and establishment of USCIS with the Department of Homeland Security. Since the Office of International Education already has significant expertise in administering the Visa process for international students, it would be most efficient to build on the expertise already in place. This position would have dual reporting to Human Resources Administration and the Office of International Education by FY 2012

2. Reestablish the Employee Wellness Program by FY 2013
   a. Encourage employee participation in wellness programs
      - Reestablish specific wellness programs
   c. Coordinate with United Health to offer smoking cessation program
   d. Provide funding to conduct needs assessment and administer wellness programs for faculty and staff

3. Re-establish Professional Development Program in FY 2013 and FY 2014
   a. Re-establish a training position within the Office of Human Resources to conduct training needs assessment, and organize course development for staff. This would include state/federal compliance training, supervisory/management training, workplace skills enhancement training
   b. Assist Affirmative Action in offering multicultural and sensitivity classes
   c. Purchase an electronic training and development module for Human Resources Administration to track all mandatory and voluntary in-service professional development workshops and training
   d. Require literacy standard for entry level employees
      - Work with CCRI to provide GED classes on campus
      - Provide counseling for education/professional development

**Goal F: Provide effective and ethical procurement, accounting, and auditing procedures in compliance with URI, BOG, and government policy, standards and requirements, based on the highest ethical practices.**
1. Establish a URI committee with members from the URI community (internal and external members) and the RI Board of Governors to develop an Ethics and Conflict of Interest Policy that is consistent with Rhode Island General Laws and Board policies for URI employees by FY 2013 (The present Conflict of Interest Policy at URI is research related only)
   a. The committee will promote the understanding of and compliance with the new Conflict of Interest Policy and State Code of Ethics
   b. The committee will provide notification of the new policy and on-line conflict of interest training
   c. The Committee will set up a system for annual disclosure of potential or actual conflict of interest from all employees
   d. The committee will establish study techniques for developing an effective ethics hotline

2. Establish an Ethics and Conflict of Interest program and implement an anonymous ethics employee hotline by FY 2014

Goal G: Promote collaboration between the University and public, private, and non-profit entities that advance the University's strengths in research, teaching and outreach and deliver beneficial investments in facilities and real estate development.

1. Promote new public/private efforts, such as:
   a. Student Housing renovations and development - Engage consulting support for possible privatized development RFP\(^k\) by FY 2013
   b. Retirement Village/Alumni Housing - Evaluate and determine viability by FY 2013
   c. Parking Garage (evaluate and determine viability) by FY 2013
   d. Retail facilities (e.g., Dunkin’ Donuts on campus RFP and contract) by FY 2013
   e. Conference Center/College Inn\(^x\) by FY 2013
   f. Alternative energy generation (Study through energy services contract) by FY 2013

2. Perform a space analysis study on all four campuses to identify potential incubator space for private company use by FY 2013

3. Promote the “Public Private Partnership Policy” of the R.I. Board of Governors for Higher Education to interested parties by FY 2012 and beyond

4. Collaborate with other institutions of higher education in this area, especially Brown, RISD, Bryant, PC, Roger Williams, RIC and CCR, in accordance with Policy on Collaboration in Public Higher Education (http://www.ribghe.org/collaboration1.pdf) by FY 2013

5. Develop greater customer service and collaborative efforts among departments and
campuses, and publicize news, events, projects and University services consistently through the URI Community and Marketing weekly newsletter, coordinate interdepartmental meetings and information sharing with the community through round-table discussions by FY 2012 and beyond

6. Explore the opportunities and costs/benefits of outsourcing development of research, housing, and other commercial buildings by FY 2013
   a. Identify project and site opportunities
   b. Determine legal, tax, and Rhode Island state property issues
   c. Investigate examples of similar public/private real estate ventures at other universities
   d. Develop draft standards for Requests for Proposals for developer interest
   e. Identify and interview prospective developers for various project types
   f. Prepare a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) for the proposals

End Notes: Limited resources may affect the ability to complete task

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i Limited resources may affect the ability to complete this task – funding and staffing

ii Limited resources may affect the ability to complete this task – funding resources to complete upgrade to PSv9.1

iii GIS mapping for utilities and other physical campus features will require multiple-year funding for extensive data gathering and verification as well as the system for universal access

iv The upgrade of the CMMS with expanded capabilities will have new implementation costs and will likely require resources beyond the current annual rates for the current system

v Limited resources may affect the ability to complete this task – funding and staffing

vi Limited resources may affect the ability to complete this task – funding and staffing

vii A backlog of $400=500M in deferred maintenance has been identified. Our annual request in excess of $10M on the general fund side includes reducing this backlog, but the actual annual funding provided continues to lag by several million dollars each year

viii Legislative action is required for literacy mandate

ix Consulting services support will be required to evaluate prospective public, private partnership projects and for the development of associated RFP’s to solicit interest in such projects that are deemed meritorious

x Consulting services support will be required to evaluate prospective public, private partnership projects and for the development of associated RFP’s to solicit interest in such projects that are deemed meritorious