Administration Management Review Committee

Final Report
Executive Summary

October 17, 2013
Charge of the AMR Committee

Consult faculty, staff, administration, students
Examine academic and administrative structures
Promote synergies across related units
Minimize administrative redundancies
Streamline and enhance efficiency and effectiveness
Compare and benchmark to peer institutions
Identify opportunities to:
  • Reduce costs
  • Improve productivity and efficiency at URI
How to use this document...

• This is *not* a stand-alone document

• The slides present a consolidated view of the recommendations and conclusions arrived at by the individual AMRC subcommittees

• Where possible, the AMRC notes expected benefits to a recommendation

• Detailed information can be found in the AMRC Final Report posted online at http://web.uri.edu/amrc/
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2012</td>
<td>Appointed by President</td>
</tr>
<tr>
<td>October 2012</td>
<td>Committee work began</td>
</tr>
<tr>
<td>December 2012</td>
<td>Engaged consulting group</td>
</tr>
<tr>
<td></td>
<td>Sub-Committees created</td>
</tr>
<tr>
<td>January–June 2013</td>
<td>AMRC &amp; Sub-Committee work</td>
</tr>
<tr>
<td>July–Sept 2013</td>
<td>Final Sub-Committee Reports</td>
</tr>
<tr>
<td>October 2013</td>
<td>Final AMRC Report to President Dooley</td>
</tr>
</tbody>
</table>
AMRC Framework - Approach

• Identified focus areas and formed subcommittees

• Researched and engaged external sources to assist in further developing approach, focus, and project methods

• Engaged URI community:
  • Established an information website with suggestion forms
  • Utilized online surveys to solicit feedback from community
  • Conducted “Town Hall” style meetings on campuses
  • Provided email updates
AMRC Framework – Approach, cont’d

• Data aggregation techniques:
  • Researched published works through online sites, books, magazines
  • Personal interviews with URI leadership and key stakeholders from all four campuses
  • Interviewed groups through targeted department meetings
  • Benchmarked URI data against peer and peer aspirant institutions
  • Online surveys, suggestions forms, open meetings
AMRC Framework – *URI Strategic Goals*

President’s *Transformational Goals for the 21st Century* & Provost’s *Academic Plan 2010-2015*

- Find opportunities supportive of strategic goals
  - Effective technology: critical to 21st century success
  - Efficient business processes relieving burdens wherever possible
  - Support learning, research, creativity
  - Create engaging, globalized campus environments
    - Classrooms, labs, online: *everywhere URI is*
AMRC Framework – AMRC Goals

• Add value
  • Academic and co-curricular experience for URI students

• Improve performance of
  • Administration, management, and business practices

• Reduce costs

• Create new opportunities for
  • Future growth
  • Excellence for the University of Rhode Island
AMRC Framework – Criteria for Recommendations

• Measurable

• Consistent with the President’s charge

• Consistent with the President’s *Transformational Goals* and the URI Academic Plan

• Improves performance, effectiveness, and efficiency of URI

• Filled an unmet need or offered a new opportunity
Consult External Sources

- Similar projects at other institutions
  - Reports and data from over 25 peer and peer aspirant schools including Berkeley, Brown, Univ. of NC, UConn, UNH
- Consult industry research resources
  - Educause, Gartner, research articles
- Interview External Sources
  - Educause, State of RI, other universities
Consult URI Sources

- Analyze URI data – including Financial, HR, Student
- Interview University leadership and key stakeholders
- Town Hall meetings at Kingston & Providence Campus
- Online surveys of University staff
- Feedback from community through website & committee contacts
AMRC – Overview of Findings

The Good…
• Strong in resources, talent, commitment to excellence
• URI viewed as a “sleeping giant”
• URI Community motivated to make positive change

The Bad…
• Declining State financial support
• Depleted and over-extended human resources
• Oppressive and outdated controls, policies, procedures
• Perceived as lagging behind peer institutions in multiple areas

The Outlook…
• Change will make it happen!
AMRC – Declining RI State Funding to URI

Fiscal Year 2014
State Funding
Levels for RI
Higher Education

URI – 8.6%
RIC – 23.3%
CCRI – 28.9%
The Keys…

- Leadership
  - Drive culture change
  - Allocation of URI resources to drive changes
  - Make organizational, academic, policy, and/or procedural change needed for URI success
    - At all levels in all areas
  - Visible rewards and celebration of successes
- Leadership at all levels must be engaged
  - With staff, other leaders, including state leaders
  - Foster collaboration
Academic Program
Sub-Committee
Recommendations

Brief bullet points from detail report
AMRC Recommendations - *Academic Programs*

- Organize all health-related disciplines, resources and activities under a new College/Division of Health
  - Health Exploration Committee Recommendations:
    - The College/Division of Health will be composed of three sub-units:
      - Pharmacy, Nursing, Health Sciences (CMD, HDF, Health Studies, Kinesiology, PT, Psychology, and Nutrition & Food Science)

✓ Efficiency Gain, Service Improvement
AMRC Recommendations - Academic Programs

- Health Exploration Committee Recommendations, cont’d
  - Mandatory adoption of a Center for Integrative Health Sciences, Services and Studies
  - Create interdisciplinary teams to develop alternative models and systems that best support an integrative process for health care
  - Identify opportunities promoting URI’s participation and recognition in health science research, teaching, outreach/practice and business
  - Promote private and public partnerships

✓ Efficiency Gain, Service Improvement
AMRC Recommendations - *Academic Programs*

- Formation of Committee to Explore Education and Lifelong Learning, charged with:
  - Examine potential opportunities to align resources associated with lifelong learning into a single subdivision, school, college, or other entity
  - Consider potential advantages and disadvantages
  - Examine models at peer institutions
  - Consult Deans, Directors, Department Chairs, faculty, and students

✓ Efficiency Gain, Service Improvement
AMRC Recommendations - Academic Programs

- Formation of Committee to Explore Enhanced Academic Opportunities for Students, charged with:
  - Evaluate how to structure, manage and communicate opportunities to students
  - Explore pathways for increased collaboration at URI
  - Evaluate units whose missions pertain to:
    - Undergraduate research
    - Preparation for graduate and professional careers
    - Competitive internships, scholarships and fellowships
    - Study abroad or off campus
    - Leadership and management development
    - Equitable access for diverse population

✔ Efficiency Gain, Service Improvement
AMRC Recommendations - Academic Programs

• Exploring the Creation of a School of Sciences and Mathematics
  • Review proposal to create a School of Sciences and Mathematics
  • Examine consolidation of the departments of Mathematics, Physics, Computer Science, Statistics, and Chemistry under one School
  • Develop new interdisciplinary general education courses

✓ Efficiency Gain, Service Improvement
Administrative Processes
Sub-Committee Recommendations

*Brief bullet points from detail report*
AMRC Recommendations - Administrative Processes

Highest Priority Recommendation within Administrative Processes

- Create a single employment classification system at URI
  - About 24% of URI employees' conditions of employment are controlled by the State, not Board of Education (BOE)
    - This requires URI to use inefficient State processes
  - URI and BOE to amend RI GL 16-59-22 Update job descriptions
  - Institute annual performance reviews

✓ Efficiency Gain, Service Improvement, Cost Savings
AMRC Recommendations - Administrative Processes

- Reorganize fiscal & business support within Academic Affairs, by creating Business Centers for each College
  - Centers will support business, administrative and research processes for each College and Academic Departments

☑ Efficiency Gain, Service Improvement, Cost Savings
AMRC Recommendations - *Administrative Processes*

- Complete automation of URI Purchasing
  - Complete implementation of all PeopleSoft Purchasing modules and tools
    - Focus on systems to facilitate online purchases, receiving and vendor interfaces
    - Re-engineer business process and procedures to improve efficiencies with IT systems
  - Seek additional delegated Purchasing authority from the State
  - Create consistent procurement regulations, regardless of funding source

✔ Efficiency Gain, Service Improvement, Cost Savings
AMRC Recommendations - Administrative Processes

• Implement an interactive, online URI Budget System
  • Implement an online Budget management and reporting system integrated with the University’s administrative systems
  • Re-engineer the current system to increase budget autonomy and accountability within the responsible administrative unit
• Develop budget stability
  • “Use it or lose it” funding approach leads to inefficiencies

✔ Efficiency Gain, Service Improvement, Cost Savings
AMRC Recommendations - Administrative Processes

- Eliminate Processing of Transaction involving URI Foundation through URI Accounting
  - No statutory requirement, Board or University policy requiring this practice
  - Will both streamline and relieve resources

✓ Efficiency Gain, Service Improvement, Cost Savings
AMRC Recommendations - Administrative Processes

- Increase staffing in Office of General Counsel.
  - Both attorney and support staff
  - URI has one attorney where other New England flagship schools have 3 to 12
  ✓ Service Improvement

- Consolidate all Custodial services under Facilities Services
  ✓ Efficiency Gain, Service Improvement

- Consolidate all security functions under the Department of Police and Security
  ✓ Efficiency Gain, Service Improvement
AMRC Recommendations - Administrative Processes

• Complete online automation of business processes by implementing outstanding PeopleSoft modules and supporting systems for
  • Travel & Expense, Budget, Billing, Accounts Receivable, Asset Management, Benefit Administration, e-Procurement and its supporting modules
  • With IT implementations, re-engineer business process with active participation of staff and leadership in administrative positions

✓ Efficiency Gain, Service Improvement, Cost Savings
Information Technology
Sub-Committee
Recommendations

Brief bullet points from detail report
AMRC Recommendations – IT Recommendations

Framework of Findings:

Responsible and balanced management of each piece, held together by strategic leadership, leads to quality service to stakeholders and support for University functions.
AMRC Recommendations – *Information Technology*

- Terminology definition for IT slides
  - "**IT Services**" refers to the URI department, Information Technology Services
  - "**information technology**" (lower case) refers to the overall activity both within IT Services department and information technology across other departments
AMRC Recommendations – *Information Technology*

**Highest Priority Recommendation within IT**

- Issue an RFP for an outside consultant to review the detailed findings of the IT committee and make further recommendations
  - Decentralized information technology costly and
  - Redefine information technology at URI
  - Move toward centralized services with appropriate re-organization and re-structuring
  - Consider moving targeted infrastructure and services to vendor support where cost, efficiency and service improvement can be found

✓ Efficiency Gain, Service Improvement, Cost Savings
AMRC Recommendations – *Information Technology*

- Establish an IT Governance Committee to oversee strategic goals and prioritization at URI for academic and administrative technologies
  - ✅ Efficiency Gain, Service Improvement
- University senior leaders need to engage in a semi-annual update and planning session with IT leadership and IT Governance Committee
  - ✅ Efficiency Gain, Service Improvement
AMRC Recommendations – *Information Technology*

- Re-define an IT Services Strategic Plan with community and include Operational & Implementation Plans for academic and administrative technologies
  - ✔ Efficiency Gain, Service Improvement

- Major projects need to be vetted with key stakeholders and senior management
  - ✔ Efficiency Gain, Service Improvement
AMRC Recommendations – *Information Technology*

- Establish a consistent process methodology across all units for IT projects to build a service oriented information technology environment
  - Implement clear accountability guidelines to maintain service orientation of information technology for faculty, staff, students and administration
  - ITIL or similar Service Management Methodology

✔ Efficiency Gain, Service Improvement, Cost Savings
AMRC Recommendations – Information Technology

• IT Services and information technology Staff Policies
  • Institute minimal required annual training for all information technology staff
  • Institute an annual performance review for all information technology staff
  • URI Human Resources should conduct a formal salary review every 5 years

✓ Efficiency Gain, Service Improvement
AMRC Recommendations – Information Technology

• Establish a policy that all desktop and laptop purchases are through URI Ram Computer
  • Establish standard configurations which will help with both vendor price contract negotiations and faculty/staff ordering process, with appropriate guidelines

✓ Efficiency Gain, Service Improvement

• IT Services should have approval authority of IT purchases at URI
  • Allows for maximizing price agreements, ensuring consistency, focus on strategic goals

✓ Efficiency Gain, potential Cost Savings
AMRC Recommendations – Information Technology

• Work with State and Board of Education to obtain State wide enterprise licenses
  ✔  Efficiency Gain, Service Improvement

• Improve the financial management and budgeting process for information technology to allow URI to function competitively within the IT industry and follow IT best-practices
  ✔  Efficiency Gain, Future Cost Savings
AMRC Recommendations – *Information Technology*

- The Joint Classroom Steering Committee, The Joint Committee on Online and Distance Education and the CIO
  - Establish an annual review of the budget for classroom and labs and solicit funds for major upgrades in technology and media
  - The Provost Office should review where Classroom Media Assistance staff should report
  - Review staffing levels for each shift
- ✔ Efficiency Gain, Service Improvement
AMRC Recommendations – Information Technology

• Enhance the role of IT Services Security to have information technology Audit responsibilities to ensure best practices across the University
  ✓ Efficiency Gain, Service Improvement

• Virtual desktop interface (VDI) should be deployed to all computer classrooms and labs
  ✓ Service Improvement, Cost Savings

• Implement VDI within Administrative and Faculty offices where possible
  ✓ Service Improvement, Cost Savings
Research Sub-Committee Recommendations

Brief bullet points from detail report
AMRC Recommendations – Research

Highest Priority Recommendations within Research

• Develop Pooled Fringe Rates for all URI employees
  • This may require multiple categories of pools, based on employee’s contractual status

✓ Efficiency Gain

• Charge full graduate tuition only until students have taken their required coursework and passed their comprehensive examinations

✓ Service Improvement
AMRC Recommendations – *Research*

- Formally recognize post-doctoral scholars as trainees, rather than employees
  - Charge fringes on post-doctoral scholars be set to cover only benefits that postdoctoral trainees actually receive (e.g., health care)
  ✓ *Service Improvement, Cost Savings*

- Create a mentoring program for new principal investigators in proposal development
  ✓ *Service Improvement*
AMRC Recommendations – Research

- Invest in an onsite NCURA Peer Review
  - To enhance sponsored programs operations
    ✓ Efficiency Gain, Service Improvement, Cost Savings

- Develop additional capacity for legal services to support URI research needs
  ✓ Service Improvement
University Revenue Sub-Committee Recommendations

Brief bullet points from detail report
AMRC Recommendations – University Revenue

Highest Priority Recommendation within University Revenue

• General Fund Contributions
  • Establish policies and procedures to re-examine auxiliary contributions to the General Fund
  • Consolidate contributions to the General Fund. Treat indirect costs as a single contribution to university overhead from Auxiliaries and Enterprise units

✓ Cost Savings
AMRC Recommendations – University Revenue

- Consolidate the Conference Office and Public Programming, Special Events offices
  - Maximize efficiencies of Event planning and staging by consolidating resources and skill in one office, including consolidating staff across University doing similar work
  - Consider including all URI venues (except Ryan Center & Boss Arena) for Events
  - Require all events in all departments to use new “URI Events Office” with appropriate guidelines

✓ Efficiency Gain, Service Improvement, Cost Savings
AMRC Recommendations – University Revenue

- **Memorial Union**
  - Maintain the Memorial Union student fee at its current rate until an organizational review is complete
  - Determine if there are unrelated costs that could be properly allocated to another department
  - Redesign should focus on the aesthetics of the facility and the creation of smaller, informal gathering areas
  - Renovate Rams Den to a private Food Court arrangement

- ✔ Efficiency Gain, Service Improvement
AMRC Recommendations – University Revenue

• Parking Services
  • Expand to manage all parking lots and services at all campuses
  • Review cost effectiveness of current Kingston campus shuttle service
  • Consider a fee based system for faculty/staff parking

✓ Efficiency Gain
AMRC Recommendations – *University Revenue*

- W. Alton Jones
  - Clearly identify the mission of the W. Alton Jones campus and update operational procedures
  - Clarify the General Fund contribution to the WAJ operating budget. Develop a business plan for W. Alton Jones that has the enterprise operating at a breakeven level within 5 years

✔ **Efficiency Gain, Cost Savings**
AMRC Recommendations – University Revenue

- **Dining Services**
  - Complete a financial analysis of catering services
  - Review alternatives to delivery of those services, such as adding 3rd party local companies to assist in catered events on all campuses
  - Coordinate renovations to Butterfield Dining facilities with recommended changes to Memorial Union and Rams Den

✓ **Service Improvement, Cost Savings**
AMRC Recommendations – *University Revenue*

- **Student Affairs**
  - Reorganize fiscal and business support for the auxiliaries
  - Create a Business Center(s) supporting all Departments reporting to the Vice President of Student Affairs

✓ **Efficiency Gain, Service Improvement**
AMRC Recommendations – *University Revenue*

- URI Foundation and Alumni Services
  - Complete organizational merger
  - Create a single administrative center for the combined organization
  - Centralize all URI fundraising to Foundation
  - Transition Foundation-funded payments from URI Accounts Payable to URI Foundation

✓ **Efficiency Gain, Service Improvement, Cost Savings**
AMRC Recommendations – *University Revenue*

- **Ryan Center and Boss Arena**
  - Review the Request for Proposal specifications process for opportunities for efficiency gains
  - Determine how outside revenues can be increased and operational costs decreased

  ✓ **Cost Savings**

- **URI Licensing Royalty Program**
  - Review current agreement and develop a proposal to either implement a self-managed licensing program or create an updated RFP for administrative/marketing support

  ✓ **Cost Savings**
AMRC Recommendations – *University Revenue*

• Merge Health Services and the Counseling Center
  ✓ Efficiency Gain, Service Improvement

• Printing Services
  • Establish either a partnership or a combined printing center with URI Printing Services and URI Bookstore Campus Copy Center to meet the majority of URI printing/copying needs
  ✓ Efficiency Gain
Conclusions

Implementation and Future Phases
Implementation Phase Recommendations

Effective implementation is critical to the future success of URI

- Create an Implementation team charged with oversight and accountability to ensure success of selected recommendations within a clear timeframe
  - This team must work closely with the President
  - Identify Champions for Change and assign responsibility for implementation
- Set measurable goals for success, including efficiencies, cost, value and timeframe
- Provide regular status reports to URI community
Future Phase Recommendations

AMRC charges must be a **continual** effort at URI

- Several recommendations require additional work or contracting outside resources
- Continue the efforts by establishing a “Phase 2” team(s) to follow-up on items requiring more work and find new opportunities
Conclusion

• URI must change to meet the challenges of a highly competitive, funding-restricted future

• Critical factors for success
  • Strong, accessible leadership at all levels engaging and working directly with faculty, staff, students and alumni
  • Focus the URI Community toward common goals
  • Create an enthusiastic engaged community
“This is no unsolvable problem if we take it wisely and courageously.”

President Franklin D. Roosevelt
First Inaugural Address, March 4, 1933
## Administration and Management Review Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anne Marie Coleman</td>
<td>Assistant Vice President</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Laura Beauvais</td>
<td>Vice Provost</td>
<td>Provost Office</td>
</tr>
<tr>
<td>Susan Bergen</td>
<td>Associate Director</td>
<td>Athletics</td>
</tr>
<tr>
<td>David Byrd</td>
<td>Professor</td>
<td>Education</td>
</tr>
<tr>
<td>Patricia Casey</td>
<td>Associate Controller</td>
<td>Controller’s Office</td>
</tr>
<tr>
<td>Michelle Curreri</td>
<td>Chief-of-Staff</td>
<td>President’s Office</td>
</tr>
<tr>
<td>Mary Kate DeMarco</td>
<td>Director</td>
<td>Sponsored Projects</td>
</tr>
<tr>
<td>Steve D’Hondt</td>
<td>Professor</td>
<td>Oceanography</td>
</tr>
<tr>
<td>Roxanne Gomes</td>
<td>Director of Affirmative Action</td>
<td>Equal Opportunity and Diversity</td>
</tr>
<tr>
<td>James Hopkins’62</td>
<td>Member</td>
<td>URI Foundation Board</td>
</tr>
<tr>
<td>John Kirby</td>
<td>Dean</td>
<td>Environment and Life Sciences</td>
</tr>
<tr>
<td>Michael Motta</td>
<td>Associate Director</td>
<td>University Computing Systems</td>
</tr>
<tr>
<td>Deborah Riebe</td>
<td>Department Chair</td>
<td>Kinesiology</td>
</tr>
<tr>
<td>Lisa Weyandt</td>
<td>Professor</td>
<td>Psychology</td>
</tr>
<tr>
<td>Paul Whitney</td>
<td>Director</td>
<td>URI Bookstore</td>
</tr>
</tbody>
</table>

**Staff to Committee:**

| Susann Clarke           | Human Resources Analyst                    | Human Resources                 |
# Academic Programs Sub-Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laura Beauvais, Chair</td>
<td>Vice Provost</td>
<td>Provost Office</td>
</tr>
<tr>
<td>David Byrd</td>
<td>Professor</td>
<td>Education</td>
</tr>
<tr>
<td>Steve D’Hondt</td>
<td>Professor</td>
<td>Oceanography</td>
</tr>
<tr>
<td>James Hopkins ‘62</td>
<td>Member</td>
<td>URI Foundation Board</td>
</tr>
<tr>
<td>John Kirby</td>
<td>Dean</td>
<td>Environment and Life Sciences</td>
</tr>
<tr>
<td>Deborah Riebe</td>
<td>Department Chair</td>
<td>Kinesiology</td>
</tr>
<tr>
<td>Lisa Weyandt</td>
<td>Professor</td>
<td>Psychology</td>
</tr>
<tr>
<td>Name</td>
<td>Title</td>
<td>Department</td>
</tr>
<tr>
<td>-------------------------</td>
<td>--------------------------------------</td>
<td>------------------------------------------------------</td>
</tr>
<tr>
<td>Anne Marie Coleman, Chair</td>
<td>Assistant Vice President</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Susan Bergen</td>
<td>Associate Director</td>
<td>Athletics</td>
</tr>
<tr>
<td>David Byrd</td>
<td>Director</td>
<td>School of Education</td>
</tr>
<tr>
<td>Patricia Casey</td>
<td>Associate Controller</td>
<td>Controller’s Office</td>
</tr>
<tr>
<td>Mary Kate DeMarco</td>
<td>Director</td>
<td>Sponsored Projects</td>
</tr>
<tr>
<td>Roxanne Gomes</td>
<td>Director of Affirmative Action</td>
<td>Equal Opportunity and Diversity</td>
</tr>
</tbody>
</table>
# Information Technology Sub-Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mike Motta, Chair</td>
<td>Associate Director</td>
<td>University Computing Systems</td>
</tr>
<tr>
<td>Sharon Bell</td>
<td>Controller</td>
<td>Controller’s Office</td>
</tr>
<tr>
<td>Kerrie Bennett</td>
<td>Director</td>
<td>Legislative &amp; Government Relations</td>
</tr>
<tr>
<td>Susan Bergen</td>
<td>Associate Director</td>
<td>Athletics</td>
</tr>
<tr>
<td>Mary Kate DeMarco</td>
<td>Director</td>
<td>Sponsored Projects</td>
</tr>
<tr>
<td>Diane Goldsmith</td>
<td>Director</td>
<td>Learning, Assessment &amp; Online Education</td>
</tr>
<tr>
<td>Susan Manning</td>
<td>Senior Associate Director</td>
<td>Enrollment Services</td>
</tr>
<tr>
<td>Joan Peckham</td>
<td>Department Chair</td>
<td>Computer Science &amp; Statistics</td>
</tr>
</tbody>
</table>
## Research Sub-Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Kirby, Chair</td>
<td>Dean</td>
<td>College of Environment Life Sciences</td>
</tr>
<tr>
<td>Martin Bide</td>
<td>Professor</td>
<td>Textiles, Fashion Merchandising and Design</td>
</tr>
<tr>
<td>Steve D’Hondt</td>
<td>Professor</td>
<td>Oceanography</td>
</tr>
<tr>
<td>Haibo He</td>
<td>Professor</td>
<td>Electrical, Computer, and Biomedical Engineering</td>
</tr>
<tr>
<td>Kathryn Meier</td>
<td>Assistant Director</td>
<td>Cancer Prevention Research Center</td>
</tr>
<tr>
<td>Lisa Weyandt</td>
<td>Professor</td>
<td>Psychology</td>
</tr>
<tr>
<td>Judy Van Wyk</td>
<td>Professor</td>
<td>Sociology</td>
</tr>
</tbody>
</table>
# University Revenue Sub-Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul Whitney, Chair</td>
<td>Director</td>
<td>URI Bookstore</td>
</tr>
<tr>
<td>Susan Bergen</td>
<td>Associate Director</td>
<td>Athletics</td>
</tr>
<tr>
<td>Patricia Casey</td>
<td>Associate Controller</td>
<td>Controller’s Office</td>
</tr>
<tr>
<td>Mark Higgins</td>
<td>Dean</td>
<td>College of Business</td>
</tr>
</tbody>
</table>