MEMORANDUM

TO:          Dean, College of ____________

FROM:   Donald H. DeHayes
         Provost and Vice President for Academic Affairs

DATE:    May 19, 2015

SUBJECT: FY16 Strategic Reinvestments and FY16 & FY17 New Faculty Initiative

Thank you for your patience as we have analyzed and discussed the budget requests of each unit within Academic Affairs relative to our strategic budget processes and principles. As I shared at a number of meetings with the Council of Deans and in our budget hearings, we are now integrating the Strategic Reinvestment Requests (based on funding from resignations and retirements) with the Strategic Allocation of 55 New Faculty Initiative requests for both FY 16 and 17 (derived from the new funds approved by Strategic Budget and Planning Committee). While the reinvestment and new funds will be tracked separately, this dual source of funding that includes a college co-share will provide a unique opportunity to critically assess and allocate investments that will enhance the teaching, research, service and outreach mission of the University.

As in each of the previous annual strategic budget planning and allocation processes, Strategic Reinvestment Requests and decisions within Academic Affairs were guided by strategic priorities consistent with college/unit and institutional academic planning; evidenced-based analysis of unit productivity, performance and success; and cost effectiveness. The Strategic Allocation of 55 New Faculty Initiative requests and decisions were predicated upon student success and full-time faculty teaching across all levels of the curriculum; enhancing research and scholarship; and fostering strategic innovation and excellence. Both categories of new faculty hires are expected to contribute to interdisciplinary, global, diversity, or experiential initiatives and/or contribute to workforce and/or economic development.

Across all colleges, between the FY16 Strategic Reinvestments, FY16 New Faculty investments and FY17 New Faculty investments, we will be funding and searching for the largest number of new faculty at any time in the history of the University over the next 12 months. This is once in a lifetime opportunity to enhance the diversity of our faculty and we must be successful in regard to diversifying our faculty as well as hiring engaged and capable new colleagues. I ask that each Dean ensure that every search committee work closely with our new Director of Faculty and Staff
Diversity, Recruitment, and Retention, Dr. Fernando Guzman, to maximize our success. In each of these searches, you, as the dean, will be responsible to ensure that comprehensive efforts have been dedicated to enhancing the diversity of our faculty as one of our highest priorities.

For your college, the following summarizes the strategic investments we are able to make in your unit at this time given your prioritization of positions. Please note that the allocation for the FY16 Strategic Reinvestments and FY16 New Faculty Initiative with the approved salary and estimated fringe amounts in the attached appendix will be part of the bottom line FY16 budget allocation number that you will receive from the Office of Budget and Financial Planning. For the FY17 new faculty initiative, you have approval to search for these positions. However, final salaries and fringe rates will not be provided until the FY17 allocation next year. Given the magnitude of the funding provided below, it is my expectation that you will use these funds on a one time only basis, as needed, in support of faculty expenses to accommodate all student seat needs in FY16, including those requested by Vice Provost Dean Libutti. Also, note that the funding for all faculty and staff searches that are not initiated and not making progress by November 1, 2015 will revert back to the Office of the Provost for reallocation to other colleges.

With the investment in new faculty, I want to remind you that it is important that the full-time faculty contribute to teaching across all levels of the curriculum, including introductory, general education, grand challenge and Honors courses. Please engage in discussion with departments and faculty to modify assignments as appropriate and to ensure that this influx of new talent enhances the scope of learning, discovery, and outreach at URI.

While we certainly expect that you will proceed with searches as appropriate to fill positions as denoted above, I do need to note that our financial stability is contingent upon a number of variables. These include the FY2016 state appropriation remaining at its current projection; our yield success in enrolling the fall 2016 freshman class; the retention of our returning upper class students; and an increase in graduate student enrollment.

I want to take this opportunity to thank you again for your patience and working collaboratively on these abundant, yet complex, strategic investments for the coming fiscal year.

C: Clifford Katz
   Linda Barrett
   Business Manager
APPENDIX

STRATEGIC REINVESTMENTS 16

Early Departure Replacement Investments:

- Writing (Name): tenure-track assistant professor salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XX,XXX.

- English (Name): tenure-track assistant professor salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XX,XXX.

- Psychology (Name): tenure-track assistant professor salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XX,XXX.

New Strategic Reinvestments:

- Communication Studies/HAR: tenure-track assistant professor salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XX,XXX.

- Chemistry: new lecturer salary of $XX,XXX and estimated fringe benefits of $XX,XXX for a total of $XX,XXX.

- Chemistry (Name): the lecturer approved in FY15 that was to be converted to an assistant professor will remain a lecturer position (see New Faculty Initiative below for tenure-track position).

- Computer Science and Statistics: Multicultural Fellow with a salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XX,XXX.

- Graduate Library Information Studies/HAR: Digital media lecturer salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XX,XXX.

- Harrington School: senior information tech salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XX,XXX.

- Music History: tenure-track assistant professor salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XX,XXX.

- Art History: tenure-track assistant professor salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XX,XXX.

- Philosophy Ethics: tenure-track assistant professor salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XX,XXX.
- **Mathematics**: lecturer salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XX,XXX.

- **Writing Center Director (Writing 33% and University College 66%)**: .33FTE salary of $XX,XXX and estimated fringe of $XX,XXX in the Department of writing and Rhetoric for a total of $XX,XXX. The Director will be responsible for tutoring students and teaching two courses per year.

- **Psychology Intervention and Training**: interim director salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XX,XXX to be supported on Office of the Provost 101 funds for FY16 only. The Center, Department of Psychology and/or you will generate or provide $XX,XXX of the salary. Please note that you may not allocate any of the funding from the positions listed in this memorandum until all courses in the fall and all projected courses in the spring are funded.

**Investment for Approved but Unfunded FY16 Faculty Line:**

- **Physics**: Post FY15 allocation, the college requested and was granted permission to search and appoint a tenure-track assistant professor in the Department of Physics. Base funds were committed for FY16. Therefore, I am providing a salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XXX,XXX.

**STRATEGIC ALLOCATION OF 55 NEW FACULTY INITIATIVE FY16**

- **Economics Race**: tenure-track assistant professor salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XXX,XXX.

- **Statistics**: Post FY15 allocation, the college requested and was granted permission to search and appoint a tenure-track assistant professor in statistics in the Department of Computer Science and Statistics. Base funds were committed for FY16. Therefore, I am providing a salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XXX,XXX.

- **Chemistry**: tenure-track assistant professor salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XXX,XXX.

- **Economics**: lecturer salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XX,XXX.

- **Mathematics**: lecturer salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XX,XXX.

**STRATEGIC ALLOCATION OF 55 NEW FACULTY INITIATIVE FY17**

*(Funds to be allocated in FY17)*
- **Cyber Security (big data):** tenure-track assistant professor in the Department of Computer Science and Statistics (not special programs) estimated salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XXX,XXX. Final salaries and fringe rates will not be provided until the FY17 allocation next year.

- **History Race:** tenure-track assistant professor estimated salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XX,XXX. Final salaries and fringe rates will not be provided until the FY17 allocation next year.

- **Political Science Public Law:** tenure-track assistant professor estimated salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XXX,XXX. Final salaries and fringe rates will not be provided until the FY17 allocation next year.

- **Japanese:** lecturer estimated salary of $XX,XXX and estimated fringe of $XX,XXX for a total of $XX,XXX. Final salaries and fringe rates will not be provided until the FY17 allocation next year.