The University of Rhode Island  
Strategic Budget and Planning Council  
May 30, 2012  
9:00 am – 12:00 pm  
Memorial Union, Student Senate Chambers

Members in Attendance:
Chair Don DeHayes, Vice Chair Bob Weygand, Peter Alfonso, Abu Bakr, Faye Boudreaux-Bartels (via phone), Ray Wright, Peter Larson, Nancy Eaton, Cheryl Foster, Patricia Morokoff, Thorr Bjorn, Trish Casey, Ron Jordan, Scott Martin, Michael Smith, Winnie Brownell, Linda Barrett, Ann Morrissey

Members Absent:
Bob Beagle, Ken Kermes, Jeff Johnson, Stephanie Segal, Steve D’Hondt, Tom Dougan

See the complete list of member information at the Strategic Budget and Planning Council website at http://www.uri.edu/budget/sbpc/Membership%201-11.pdf

Meeting Minutes
1. Vice Chair called meeting to order at 9:09am

Agenda Items
1. Approval of Minutes from previous meetings
   a. Minutes of 5/15/2012 meeting approved as amended.
2. Announcements
   a. None.
3. SBPC Team Budget Presentation: Division of Research and Economic Development
   a. Presented by: Ray Wright, Trish Casey, and Vice Chair Bob Weygand.
   b. Trish Casey gave factual portion of presentation.
   c. VP and Vice Chair Weygand presented team critique of the presentation.
   d. VP Alfonso commented on the presentation:
      i. Legal expenses for Research and Economic Development Fund 100 have been cut twice since 2007. VP Alfonso is asking that funding for these expenses be replenished to $250,000. It is very important to protect intellectual property.
      ii. Federal Acquisition Regulation clauses are a part of every federal and grant contract. A paralegal, with some legal background, would be able to handle these causes. This will take burden off of the various Dean's and the Legal Office.
      iii. The permanent increase in base budget to support Graduate Research Tuition Differential Fellowship will also be mentioned in the Academic Affairs request. The original goal was to have a $2M budget. Research & Economic Development and Academic Affairs coordinated on this request. Last year the Graduate Research Tuition Differential Fellowship was in the Academic Affairs request as a 50/50 split with Overhead funding.
      iv. Comparative data for Research and Economic Development is difficult to obtain from peer institutions.
v. Overhead dollars may be appropriate to support a portion of Graduate Research Tuition Differential Fellowship because the students already receive their stipends and have their tuition paid from federal grants.

vi. Funding agencies are beginning to cap the amount they will pay for tuition. URI out of state tuition is nearing the cap.

vii. The presenting team for Research and Economic Development asked if there was a plan to get to $2M and if there were funding alternatives other than overhead. It was explained that the requests for grad tuition differential was occurring each year, with this as the last year, to reach the $2m threshold, which would then be sustainable.

viii. Faculty present to URI and URI decides if it wants to retain the intellectual property. If so, this is where the paralegal would be involved, it is referred to as the "front-end".

ix. Technology Transfer is not necessarily a "cash cow". Money can sometimes be made, but it is rare. It is more important to break even. If you can break even, then you are sustaining the operation and doing so attracts the best faculty to the University.

x. URI is working with the private sector for research and development in ways it has never done so before. This could lead to new revenue generation.

e. An SBPC member noted that Research and Economic Development has been creative in the use of interns that assist faculty and serve as resources.

f. Chair: If something is funded through Fund 110, it needs to be decided whether the funding is SPA or Research and Economic Development.

g. The University, as long as it is supporting research, has flexibility in the use of overhead funds. Chair noted how the University supports research through the Fund 100 by support of faculty salaries. Faculty are engaged in teaching, research and service. They are also granted release time to work on research. Fund 100 also supports research through the Graduate Tuition Differential Program ($1.5M).

h. The Legal Office, even with an additional FTE, may not be able to serve faculty in a timely fashion. Research & Economic Development is asking for the paralegal to serve the faculty; thus eliminating the need to access the Legal Office.

i. SBPC should consider looking at optimizing all resources at the disposal of URI and this might involve reorganizing positions to serve particular purposes.

4. SBPC Team Budget Presentation: Division of Academic Affairs

a. Presented by: Trish Morokoff, Michael Smith, Tom Dougan

b. Trish Morokoff gave factual overview of presentation.

c. Michael Smith and Tom Dougan gave critique of the request.

d. Chair commented on presentation and answered questions from the Council.

   i. Chair: In terms of cost-per-student for instruction, URI is still lowest in the region. This could be a comment on either efficiency and/or under-funding.

   ii. Chair: Academic Affairs has set up an investment model for liaisons. If a college/department provides half of the salary and fringe for a liaison, it will be matched by Academic Affairs.

   iii. Investment in faculty and Graduate Research Tuition Differential Fellowship is necessary because the mission for URI is integrally connected to tenure track faculty and cannot be fully accomplished with part-time faculty.
iv. Chair: There are departments teaching at a ratio of 5 students to 1 faculty member and other at 35 to 1. This can be changed with strategic reinvestments.

v. One Director is now overseeing Assessment and Online Learning. There was previously a director for each.

vi. When original investment was made to upgrade technology in classrooms, it requires that later investments would need to be made to maintain and upgrade the technology.

vii. Academic Affairs has been recently meeting goals by reallocated resources. The division is also seeking new investment.

viii. Chair: Lecturers are critically important because of the quality of their teaching and because by teaching as much as possible, they allow for faculty research.

ix. Chair: Part time faculty at URI do a great job and are committed to the students, but you cannot be a research based University with 200 FTE part-time faculty. Strategically and thoughtfully we need to decide how to move from the part-time model. This may mean tenure track faculty teaching lower level classes, which could also raise the quality of the frosh and soph learning experience overall.

x. Chair responded to a question about on campus summer global programs. We do not have an office to oversee the coordination of campus global summer programs. A global summer leadership program could invite international and domestic students to collaborate on a co-curricular experience. This would help to brand URI as a global institute. Many universities are branding themselves internationally. We must act now, it will be too late in one to two years. Grand Challenge courses could weave very nicely into this initiative.

xi. Chair: Market Analysis was done and there is demand for post-bachelor programs. Some RI companies said they would pay to put employees through these programs. This could be done largely online and on weekends. Putting these types of programs into development is difficult unless you have someone paying attention to them on a daily basis.

xii. Once an international student comes on campus, we need someone to coordinate with dining, student services, etc. to make the transition as smooth as possible.

xiii. Clusters (collaboratives that are interdisciplinary) increase educational quality and serve the research mission of the university.

xiv. Chair: The cluster hires will not be the only faculty hiring in Academic in the FY14 fiscal year. Academic Affairs uses strategic reallocation as opportunities arise. Resources are constantly being moved around strategically within Academic Affairs. The cluster hires are a budget increase or new funding request to the division.

xv. Chair: Faculty have been encouraged to submit proposals to Academic Affairs about clusters. Specificity on where new faculty would be hired as part of clusters was not brought before SBPC because this is an Academic Affairs issue. Our divisional process involved collaborating within the division and with review panels of faculty to make decisions about particular cluster investments.

xvi. In response to global partnerships the Provost noted that opportunities are spread around the world, but URI needs to be very strategic in selecting which countries and universities to target for partnership.
xvii. Chair: URI will not be significantly growing enrollment, but instead working to maintain optimal enrollment (quality and composition of class). Attracting international students will make up for the loss of domestic students. The University has grown enrollment over the past 10-12 years and this is no longer sustainable.

xviii. Cluster areas will be partially funded by Academic Affairs ($460,000) and partially funded by new money ($1 million). Cost-sharing will be done from the part-time faculty funding.

5. If a position with a pay grade of 13 or higher is supported, does there need to be a "net zero" effect in which another position of similar grade is eliminated? President Dooley previously talked to the Council about the upcoming analysis of these types of positions and it will be started this summer.

6. Reminder: Athletics Budget - previously sent for information only
   a. Presented by Cheryl Foster.
      i. Athletics is not asking for new money in FY14
      ii. Thorr Bjorn is not requesting funds to take on a percentage of the positions mentioned in the Student Affairs request.
   b. Scholarships which were freed up by Football's conference change have been reallocated to baseball and track.
   c. The rationale for switching conferences was to put other teams in better competitive position.

7. All divisional request presentations will be posted online and distributed to all members of the council.

8. 11:12 am meeting adjourned.

Minutes by: John Olerio