The University of Rhode Island
Strategic Budget and Planning Council
February 20, 2014
10:00 am – 12:00 pm
Thomson Board Room, Ballentine Hall

Members in Attendance:
Chair Don DeHayes, Vice Chair Christina Valentino, Patricia Morokoff, Ann Morrissey, Kim Washor, Linda Barrett, David Byrd, Tom Dougan, Naomi Thompson, Gerald Sonnenfeld, Annu Palakannathu-Matthew, Ray Wright, Faye Boudreaux-Bartels, Mark Higgins, Thorr Bjorn

Members Absent:
Michael Smith, Ken Kermes, Matt Kilduff, Steve D’Hon
dt, Scott Martin, Ellen Reynolds, Sharon Bell,

See the complete list of member information at the Strategic Budget and Planning Council website at:
http://www.uri.edu/budget/sbpc.html

1. Approval of Minutes - January 23, 2014
   a. Minutes approved unanimously

2. Announcements:
   a. The February 20, 2014 meeting included a review of the instructions and budget template relating to FY2016 Divisional requests. These are now available on the SBPC website.

   b. FY2015 Governor’s budget has no tuition increase, assumed BOE will not authorize an increase and URI will have a tuition freeze in FY2015. Governor allocated $5M of the $10.3M requested in State Appropriation; thus we are beginning with a $5.3M shortfall in FY2015. Given competition, demographics, etc., it will be very difficult for enrollment to partially solve the shortfall. Important to continue to grow International and J-Term.

3. FY2016 Divisional Request Teams:
   Teams randomly selected as follows:
   **Academic Affairs:** Annu Palakannathu-Matthew, Mike Smith, Ken Kermes
   **Administration & Finance:** Ellen Reynolds, Mark Higgins, Scott Martin
   **Athletics:** Ray Wright, David Byrd
   **President:** Faye Boudreaux-Bartels, Trish Morokoff, Matthew Kilduff
   **Research & Economic Development:** Naomi Thompson, Steve D’Hon
dt
   **Student Affairs:** Kim Washor, Sharon Bell

4. Review of Administrative Management Review Committee (AMRC) Report:

The work and effort of the AMRC was recognized. The AMRC Report was the basis for the review and comment by the Council members. When the AMRC was formed, the President addressed the Strategic Budget and Planning Council and expressed that he expected that the SBPC would be involved in a review and comment to him concerning the final AMRC Report.

Ann facilitated the discussion, utilizing an affinity tool that would group individual recommendations into categories and ultimately result in a recommendation to the President that describes and
enumerates highest priority items for action. In addition, the SBPC will relay to the President what they believe are important issues that were not addressed in the AMRC report. The group discussed each theme in detail. The comments were reported as they provided by the Council members.

a. Chair mentioned that with the history of SBPC and their experience at the institutional level, the recommendations will be given credence relative to the prioritization by SBPC.

b. It was mentioned that the AMRC tended to offer solutions; however, in some cases, the problems may need to be more clearly or thoroughly defined.

c. Vice Chair mentioned the good work of the AMRC and the benefit of bringing in external consultants to address some issues because the lens can be limited if individuals have a vested interest.

d. A draft of the recommendation relative to the AMRC Report will be circulated to the Council members prior to finalization and sent to the President on behalf of the Council.

Results and comments:

Four priority items:

1. IT is the highest priority of the Council.

   There was strong support for an outside consultant to work with URI to develop a Strategic Plan and to be engaged to do a thorough review of IT on the campus. URI will benefit from an outside consultant. The final plan needs to be acted upon by the University. There was concern about consistency in IT and the need for centralization. There is a need to look at the process prior to the solution. The chair noted that there may be IT titles that are used for personnel outside of IT and those individuals may not necessarily be performing IT work as it would be performed within IT.

2. HR is the second priority of the Council.

   The Council noted some issues and challenges relative to the current human resource administrative and job classification system. The University must look at reorganization of business processes/centers. This was underemphasized in the AMRC Report. The Vice Chair indicated that AMRC may offer solutions prematurely; need to better articulate the problem.

   a. How can we effectively change the process? Where do we have influence? We should look at the places that we can influence/impact. Other path is system itself. We have leverage with the current non-classified system.

   b. There needs to be a better understanding of the pressures and greater communication. Must review the process; i.e. cannot simply make the same process electronic.

   c. Job descriptions are out of date; classification system must be addressed; part of the process to address this issue is to obtain documentation on employees’ job duties. Have articulated this numerous times; must find a way to move on it. Management Performance is the larger umbrella for classification, job descriptions, merit pay, etc.
d. Process to address the problem – first have to gather data and present the problem... hasn’t been done to this point. Needs to be articulated “formally”.

e. May be more flexibility with the ACT/NEA union (comprised of Senior Word Processor, Fiscal Clerk, etc. positions) as they are not part of the statewide Council 94 union and are unique to URI.

3. Business Streamlining is the third priority of the Council. While this was related to #2 above, this also related to other areas of the institution, such as Travel and Purchasing as mentioned in the AMRC Report. The creation of business centers should be reviewed.

4. College Reorganization is the fourth priority of the Council. A significant amount of work has been done on this item; it is important to move forward.

Of the six remaining areas, five received 1 point of interest and one received two points of interest; thus, they are not included in the recommendations for consideration at this time.

5. Items Not Included in the AMRC Report:

1. Compensation and Merit Pay.
   a. Consistency
   b. Faculty and Staff compensation.
   c. Reintroduction of merit pay.
   d. Across the Board Increases -progressive institutions have taken a dollar amount instead of percentages for across-the-board increases as this counter’s compression.
   e. Longer range view around compensation for yield and retention.
   f. Performance management or lack thereof; annual evaluations; it is a tool for the manager and informs employee of where work is outstanding and needed areas for improvement; tool for staff mentoring, morale; educational component needed.
   g. Means by which reward; discipline
   h. Robust training and education; disservice without it

2. Revenue Generation (non-tuition and fee).
   a. Small group with external participants to brainstorm new revenue streams; must be considered at a high global level; someone from the town should be involved.

Subcommittee Updates – will be placed on the agenda for the next meeting.

• Strategic Budget and Planning Council (SBPC) Subcommittee on the establishment of a General Fund (Fund 100) Budget Carry Forward Policy for URI.

• Long-term Planning: Trends and Indicators of Change in Higher Education and potential budgetary impacts: scenario planning and policy recommendations.

Meeting adjourned at 12:15pm
Minutes by: Val Hupf, Budget & Financial Planning Office