Members in Attendance:
Don DeHayes (Chair), Christina L. Valentino (Vice Chair), Linda Barrett, Thorr Bjorn, Faye Boudreaux-Bartels, Lori Ciccomasco, Steven D’Hondt, Tom Dougan, John Kirby, Trish Morokoff, Ann Morrissey, Bahram Nassersharif, Ellen Reynolds, Gerry Sonnenfeld, Devon Swanson, Kim Washor

Members Absent: Sharon Bell, Wendy Bucci, Rachel DiCioccio, Ken Kermes, Naomi Thompson, Joseph Maynard

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

1) Announcements
   a) The Chair made the following announcements relative to progress on AMRC related recommendations to explore greater efficiencies and effectiveness in potential reorganizations among the colleges:
      i) The IT consultant has been meeting with various groups on campus. There is potential to improve some IT functions, develop a process for shared governance, make decisions on aspects of centralization and decentralization, and improve decision making related to IT processes.
      ii) The Health reorganization is progressing. Departments potentially impacted are in the process of voting as to whether be part of new college of health. This project is one which is complex and takes time and has gone through several faculty committees for conceptualizing and implementation planning.
      iii) The School of Education and College of Continuing Education have also been discussing a merger for over a year. This can present new opportunities for faculty, staff and students.
   b) Chair: Bobby Seale will be speaking on campus at the CBLS building tonight in honor of Black History Month.

2) Approval of December 18, 2014 Minutes and January 29, 2015 Minutes
   a) Both sets of minutes approved.

3) Random selection of Teams for Divisional Requests
   a) Chair: One of the chief duties of the SBPC is to review divisional requests for new funding and to then make budgetary recommendations to the President. The randomly created teams will review assigned requests in an objective manner. The teams are not in place to advocate for or against requests. Each division submits the requests to the Budget and Financial Planning Office. The Budget staff will review each request for financial/budget impact accuracy before the teams are given the requests for the full review of the randomly selected teams.
   b) Further information related to the process is available on the SBPC website and all divisional requests are due to the Budget & Financial Planning Office (lindab@uri.edu) by March 27, 2015. Divisional presentations are usually scheduled over two days in May.
   c) The randomly selected teams:
      a. Academic Affairs – John Kirby, Sharon Bell, Joe Maynard
      b. Administration & Finance – Lori Ciccomasco, Naomi Thompson
      c. Athletics – Trish Morokoff, Ellen Reynolds
4) Discussion: Subcommittee - Process Streamlining

a) Chair: Process Streamlining touches on all aspects of the institution. It has been hard to identify all the challenges, let alone go about eliminating them. Goals, strategies and actions need to be identified for the University to move forward in this area over the next several years. This is the biggest impediment to the University. The membership of the SBPC brings together a group with unique perspectives. The Joint Committee on Academic Planning (JCAP) has agreed that SBPC should play a leadership role in addressing these issues as part of the next strategic plan. The inefficiencies in some current processes lead to poor URI employee morale, missed opportunities for the institution and maybe unneeded cost. The Office of the Provost will provide compensation for faculty on the SBPC who are not normally under university contract during the summer who would be working on process streamlining in June, July and August.

b) Chair: The draft charge for this project (handed out to all members during the meeting) reflects the need for this issue to be addressed in terms of goals, strategies and actions. This work may be the most important piece of the larger plan to move URI forward in research, academic initiatives and University administration, both on the planning side and with the Faculty Senate. Defensiveness has been a natural reaction in prior attempts to take on these challenges, but, this must not get in the way of important progress to be made.

c) The Vice Chair affirmed the SBPC as the appropriate body for taking this issue on given the potential resource implications. The focus of the work will not be to duplicate past efforts, but build upon them. There are obvious connections with this charge and the URI Academic Plan.

d) Chair: The Academic core mission and plan is the reason the University exists. There are critically important entities within the University that are service entities by nature. URI needs to get to a place where we can talk about these entities in such a manner without the term “service” being associated with demeaning connotations. There needs to be true gratitude for these entities when work is done well. The term “service” is a term used in the charge with the utmost respect. There are service models being implemented on campuses across the country that can be probed and possibly implemented here at URI.

e) During discussion, it was noted that the approach of the URI Administrative and Management Review Committee (AMRC) was to let the problems “bubble up” and then resolve them. This leads some individuals on campus to feel as though they are being identified as the “weak link” within the University. The emphasis should be made to identify the vision/goals before beginning the process of identifying the problems that exist.

f) Division leaders understand aspects of their own division that are not working well and should provide incite as to the issues to be addressed. Allowing the division leaders to voice their concerns can prevent some defensiveness. This is an opportunity for change.

g) The draft charge could include language that reflects the impacts on the individual employee, including opportunity for promotion and recognition and improving morale.

h) We need to revisit the progress of the currently formed SBPC subcommittees as well. The long range planning touched on issues relative to personnel, management, and effective use of resources. Potentially it could add value to this conversation and those recommendations should be brought forward and discussed with the Council.

i) Historically, URI has been highly centralized with administrative processes. The rationale for this could have been an issue of trust. It will be important to chart a course with a strong message of trust and empowerment, especially if the goal is decentralization of certain processes.
Certainly a HR goal has to be about the people. Developing an initiative that would reflect the culture of the environment and human resources and rewards through a performance system may be part of this plan.

Use of terms in the charge is important. Efficiency has to do with speed and streamlining, effectiveness encompasses quality, and productivity relates to taking on more responsibilities. This distinction will be important when crafting messaging to the community.

Chair: Increasing productivity of current employees may not necessarily be the ultimate goal here. The important thing is that URI be able to maneuver quickly in the future to take advantage of opportunities as they arise and, through our systems and processes, be a more nimble organization.

The service departments, in most cases, want more flexibility to deliver better service. The SBPC will need to review policies that prevent personnel from delivering better service. Signature authority and the reward for increased efficiency have come out of this discussion as important issues. There are subtexts to these issues. There are inefficiencies at URI that are the result of URI policy. These are the issues that need to be addressed immediately. There are other inefficiencies that are the result of policies mandated by the State of Rhode Island.

Chair: The new Board of Education was formed two years ago and the two councils were formed more recently. Article 20 says that higher education institutions in RI will have more autonomy. URI is interpreting Article 20 to take control of more processes. The new leadership in RI does not want to micromanage. We cannot go into this work with the attitude that "the State of the RI is the cause of all of URI's problems."

Crucial to this work will be searching out the actual written policies that guide antiquated processes. Doing this will enable change.

Forming a smaller committee or two and having constant interfacing with the entire Council could be the best way to move forward. Smaller committees generally move faster and are more productive. Each committee member will receive the Dean's feedback to the AMRC report and the SBPC feedback to the AMRC report and this will further assist in identifying potential goals, strategies, and actions to be considered by the SBPC.

It was decided that each Council member would identify inefficiencies within their own area of work and then within other areas and submit this feedback sometime within the next few months.

The charge for the subcommittee will be re-drafted to includes suggestions from the Council today and for any additional feedback.

Chair: The University of Kansas has "regional services" on campus that serve only certain units on campus. This is something the SBPC can look at and explore how it might work on the URI campuses.

There are some things that can be done more efficiently with decentralization and other instances where decentralization creates new problems. Various perspectives will need to be considered relative to what constitutes efficiency/effectiveness of a given process.

Reminder:

FY2017 (July 1, 2016-June 30, 2017) Divisional Requests

- New Funding Request Proposals
- Due to Budget & Financial Planning Office March 27, 2015
- Related link to three documents:

Meeting adjourned at 11:35am.

Minutes submitted by:
John Olerio, Office of the Provost & Linda Barrett, Budget & Financial Planning Office