The University of Rhode Island
Strategic Budget and Planning Council
May 21, 2014
9:00 am – 12:30 pm
Thomson Board Room, Ballentine Hall

Members in Attendance:
Chair Don DeHayes, Vice Chair Christina L. Valentino, Tom Dougan, Patricia Morokoff, Linda Barrett, David Byrd, Annu Palakannathu-Matthew, Faye Boudreaux-Bartels, Mark Higgins, Ellen Reynolds, Sharon Bell, Ray Wright, Thorr Bjorn, Naomi Thompson, Ann Morrissey, Kim Washor, Devon Swanson

Members Absent:
Steve D'Hondt, Gerald Sonnenfeld, Michael Smith, Matt Kilduff, Ken Kermes,

Guests:
President David M. Dooley, Vern Wyman, Lee Ann DeRita, Kelly Slocum, Colleen Robillard, Katharine Flynn

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

1. FY2016 Divisional Request – President’s Division presented by Dr. David M. Dooley, President, University of Rhode Island
   a. Funding for the URI Business Engagement Center (BEC) for three positions and operating expenses estimated at $250,000. Positions and Operating are:
      I. Director, Industry engagement and sponsorships
      II. Assistant Director, Health Center Engagement (part-time, no fringe)
      III. Coordinator, Marketing and Social Media
      IV. Materials and on campus events
   b. URI is flagship public university and the only public research university in RI; critical that we play an important role in economic development for the state; one of the essential cores of a Land Grant institution is economic development; have developed a 5 pronged strategy for the university and our economic development efforts; the URI BEC is a critical component of the strategy; five pronged focus:
      I. Research & development
      II. Technology transfer and the creation of new companies
      III. Education and entrepreneurship
      IV. Building 21st century workforce
      V. Transformative and catalytic capital projects
      VI. Engagement (BEC, SBDC, RI-MEP)
   c. Business Engagement Center:
      I. Opened September 2013; coverage from ProJo, PBN, radio and TV
      II. Modeled after University of Michigan
      III. Many universities creating centers; URI is at forefront
      IV. BEC Director contacted by several other universities considering similar centers
V. Goal is to increase industry engagement across the university in an era of decreased federal funding

VI. Since doors have opened, more than 80 companies have accessed the services of BEC; it continues to be a hub of activity for both faculty and students

VII. Relative to internships and careers, to date, it has referred 27 companies to the office of experiential learning

VIII. Sponsored faculty or student research
IX. Tech transfer and moving ideas to market
X. Utilizing URI labs and facilities
XI. Philanthropic support
XII. Partnership agreements have been signed with Amgen and Navatek with several others pending
XIII. Examples of companies provided and events since the opening listed
XIV. Looking ahead: key strategy to thrive in the 21st century; URI is currently at front end of a growing trend in higher education and want to maintain that position; major events are being planned at BEC around the Honors Colloquium in Cybersecurity and the National Manufacturing week and for follow up events for the Defense and Marine Industries; investment in BEC will allow for even greater industry engagement, increased prosperity for the university and positive statewide publicity; need to start now to build other ways to increase revenue; building allies is critically important

2. FY2016 Divisional Request – President’s Division critique presented by Faye Boudreaux-Bartels and Trish Morokoff
   a. BEC list of services: find talent; sponsor research; move ideas to market; develop your workforce; use facilities and equipment; support URI
   b. BEC is “Business Gateway” or “one-stop shopping” access to URI resources for: business; non-profit organizations and RI communities. Other institutions now contacting URI for information on setting up a BEC
   c. Current staff: Executive Director Katharine Flynn (½ time BEC; ½ time other URI Foundation duties); Administrative Assistant ½ time
   d. Reporting lines: Executive Director reports to President, URI Foundation; all requested positions will be in the URI Foundation; who do requested positions report to?
   e. Benefits:
      - One stop shopping for companies
         I. BEC staff meet with reps from companies and provide a “familiar face” for whatever their needs, easy for companies to contact URI and stay in contact
         II. BEC directs company needs to various offices including the Center for Career and Experiential Learning and the Division of Research and Economic Development
      - Pro-Active
         I. BEC staff meet with company rep
         II. BEC staff attend public functions
         III. BEC seek to facilitate company interactions with URI
         IV. Helps companies seeking to provide sponsorship versus philanthropy (currently handled by at least two different offices)
      - Other Benefits
         I. Aids economic development in RI
         II. Helps build a 21st century workforce for RI
III. Increase internship opportunities for students
IV. Develops career opportunities for students
V. Facilitates company sponsorships and philanthropic support for URI
VI. Increases URI prestige in RI and nationally

f. Benchmarking
   I. Unable to access data on UMichigan BEC metrics due to confidentiality
   II. No data on metrics used by UMichigan BEC supplied for this request by URI

g. Questions
   I. Issues in measuring impact?
      - Difficult to assess the new or incremental “delta” benefits that BEC has brought
      - Several projects, workshops, videos, “success stories” or donations listed as BEC accomplishments or on website were already “in the works” before BEC formed
   II. Could we do this differently?
      - Is proposed a duplication of existing services?
        - URI Foundation
        - URI Division of Research and Economic Development
          - Has an office of intellectual property and economic development
          - http://www.uri.edu/research/tro/commercialization/
        - URI Center for Career and Experiential Education
          - Handles internships, “employers and partners”, job fairs, RhodyNet, etc. to help business and organizations recruit URI students
        - URI Alumni Office
          - Handles sponsorships?
        - URI Conferences and Special Program Development
          - http://web.uri.edu/meeturi-cspd/
      - Why are additional personnel needed?
        - If BEC helps companies by connecting them with existing URI services, why is additional staff needed?
        - ½ time Executive Director time limited; new Assistant Director Health, Industry and Engagement could be more pro-active outreach to BioTech start-up firms, NeuroScience Center, health Industry, Nursing, etc.; new Marketing, Social Media and Events Coordinator could help with on-campus workshops
      - Should BEC be self-supporting?
        - Fee for service? May discourage some companies and organizations from contacting URI
        - Annual dues? Perhaps for large companies?
   - Financial Model:
     - Should it be part of URI Foundation budget? Alumni budget? Others? Will resources or personnel be freed up elsewhere if new BEC personnel hired?
- Would students feel it is justified to use tuition dollars to benefit companies and non-profits?

3. FY2016 Divisional Request – President’s Division - Council Discussion
   a. President David M. Dooley: Key issues raised; BEC is really one year old; has to be bootstrapped before success can be articulated; have to get organization going; working the background on this for two years; no returns without investment; by partnering with companies will get benefits; need to get it launched; relationship managers leads to a successful model; families respond well to investments that lead to jobs for their children; we will assess as we go; easy to get out of it because they are URI Foundation positions
   b. Have seen benefits to students; in last year met with 10 companies through BEC and the interaction is at the CEO level; will enhance URI’s name
   c. If BEC continues to be successful there could be a need to add staff to other offices on campus; must monitor the magnitude of investment
   d. Research Foundation could be added to the list
   e. Does President’s Fund for 21st Century support BEC?
   f. If in URI Foundation, fees would go to URI Foundation

4. FY2016 Divisional Request – Administration and Finance Division presented by Christina L. Valentino, Vice President, Administration and Finance
   a. Project Management and A&E support for Capital Planning & design and Capital Projects Offices $200,000
      - Ensuring proper planning, design, construction, maintenance, and operation of the university physical assets
      - $1B in last 20 years; $50M construction annually; in last 5 years, $5M in A&E; $330M last year in open PO’s in capital projects; the CIP reflects 58 projects at $1.1B; additional resources needed to continue to implement the capital projects; this investment will address, in the short term, projects on an as needed basis
   b. Chemical Hygienist $82,382
      - Assuring a safe and supportive campus environment complying with government, environment and public safety regulations
      - Allow us to be more pro-active regarding lab safety
      - Ensure we can prevent/respond/train and respond to visits by regulatory agencies
      - New Chemistry and Engineering Building coming on line in next few years
   c. Business & Real Estate Specialist $101,500
      - Ensuring proper planning, design, construction, maintenance, and operation of the university physical assets
      - This function historically performed by the Associate Vice President of Business Services
      - This position will position us as a major contributor
      - Will address organizational structural deficiencies
   d. Police Sergeant $75,616
      - Ensuring proper planning, design, construction, maintenance, and operation of the university physical assets
      - Will create better organizational structure
      - Currently only 1 Sergeant with 29 police officers
• Ends up taking away from investigation time

e. Immigration Specialist (part-time) $56,985
  • Increased workload since 9.11 to process paperwork for international employees
  • Building global, international, equity and diversity
  • Many Universities develop specific offices

f. The division operationally facilitates the academic mission; we have outdated tools; a regulatory environment and unfunded mandates

5. FY2016 Divisional Request – Administration and Finance Division critique presented by Mark Higgins and Ellen Reynolds

a. Project Management and A&E support for Capital Planning & design and Capital Projects Offices $200,000
  • Could go to large projects; if Architect hired for small projects may be more specific; do not see urgent need
  • Could we use technology? Small projects are the concern; this is what frustrates the community

b. Chemical Hygienist $82,382
  • Not sure if calendar or academic; what is nature of work in summer?
  • Enrollment level
  • Research funding is down
  • May be able to fund through lab fees

c. Business & Real Estate Specialist $101,500

d. Police Sergeant $75,616
  • What will our role be for Nursing Center in Providence?

e. Immigration Specialist (part-time) $56,985
  • One case per month; 7 in first quarter; < 2 per month
  • Encourage office to retrain existing staff

6. FY2016 Divisional Request – Administration and Finance Division – Council Discussion

a. Project Management and A&E support for Capital Planning & design and Capital Projects Offices $200,000
  • Addressed well with benchmarks
  • $200K would be spent on cost estimating services and design services; it won’t be continuing staff that would include salary and fringe; better diversity of support
  • Is it best model to have a small projects manager?
  • When project manager retired, roofs, buildings went to Facilities; position was converted to Mechanical Engineer; leaves us with 1 project manager
  • When we have an Architect come in, dept. is billed for it and for services; to have someone whose day to day is to manage small projects is more efficient; all I see is $200k for Capital Projects
  • Will see it in the future plan
  • Capital Planning and Capital Projects not reviewed by AMRC; specifically excluded – is there any merit of completing assessment? Managing of small projects will most likely increase in the future

b. Chemical Hygienist $82,382
  • If teaching labs are increasing perhaps could be funded from lab fees

c. Business & Real Estate Specialist $101,500

d. Police Sergeant $75,616
Not related to arming of police

e. Immigration Specialist (part-time) $56,985
   ▪ Compelling since January of this year – 7 cases; not only # of people; but, must work with Payroll and Community, Equity and Diversity Office (CED)
   ▪ Office of Int’l Education and Scholars has the skill level – rather than recreate in HR, perhaps expertise should be in that area
   ▪ Could do a training for HR
   ▪ ACE Program
   ▪ Collaborate with Int’l Office and Foreign Tax Coordinator

7. CIP Discussion/Recommendation to President
    a. A total of ten projects were reviewed by SBPC. Noting that there are more than 100 projects for possible inclusion in CIP, it was impossible to review them all.
    b. After much discussion, the Council decided to present the projects as follows:

   Funding
   - Funding was not specifically discussed; but, should be considered by senior team for each project with the sensitivity that the Unrestricted Budget and Fund Balance should not actively be considered in keeping with the SBPC principles. Council did recognize that funding sources include from multiple sources such as: Overhead; Future Overhead; RICAP; RIHEBC; GO Bonds; Fund 100; Fund 100 Fund Balance; Non-Fund 100 Fund Balance; Cost Centers; Auxiliary/Enterprise; Private Fundraising; Combination of funding

   Existing Previously Approved Projects
   - The following projects were not discussed at SBPC as they are in process given that they received prior approval.
     1. College of Engineering – GO Bonds
     2. Fine Arts – GO Bonds
     3. Chemistry – 4th Floor
     4. Fogarty – Preparation for Food Science to move from Ranger to Fogarty as soon as possible given the commitment to Dick Harrington this is a top priority. Funding originally reserved in RICAP ($1.71M) for the substation (now funded from unrestricted budget) has been committed to the Fogarty/Food Science Project. Thus RICAP funding of $1.71M will be used for the Fogarty project.

High
Animal Care Facilities Renovation
   - Total estimated cost of $3M to consolidate 3 locations to 1 location (prior to construction of new facility which is a separate project that is not included here)

NBC – Advanced Planning for Building Renovations (Master Plan)
   - Total estimated cost of $300K recommended to be increased to $450K

Utilities Infrastructure – Phase 1*
   - Replacement over time of a most vulnerable infrastructure
   - This project is separate and apart from the Substation Project
   - Total estimated cost of $8.6M

Medium – High
Horn Laboratory Renovation
   - Total estimated cost $24.9M
Fraternity Circle
  ▪ Total estimated cost $5.1M

**Medium – Low**
Lands and Grounds and Automotive
  ▪ Total estimated cost $10.3M

Storm Water Management
  ▪ Total estimated cost $8.6M

**Low**
Kingston Campus Parking Garage
  ▪ Total estimated cost $18.8M
  ▪ Cost model appears prohibitive
  ▪ Business model assumed faculty and staff paying a per diem of $11, 90% occupancy academic year; 50% during summer

Main Street
  ▪ Total estimated cost $6.3M
  ▪ This project should be mostly from private fundraising if it is included in CIP

Public Safety – Advanced Planning and Construction
  ▪ Total estimated cost $6.6M

If a specific source of funding is recommended (i.e. RICAP) and the project goes forward in the CIP and then along the way, the Governor recommends RIHEBC funding – the project should be re-evaluated by senior team as it would now impact the Unrestricted Budget.

*fyi: Phase 2 not reviewed by SBPC; Phase 2 estimated cost $16.2M (FY2018); consideration should be given to the fact that Phase 2 may have to proceed once Phase 1 has started.*

Meeting adjourned at 12:25pm
Minutes by: Linda Barrett, Budget & Financial Planning Office