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

Members Absent:
Gerald Sonnenfeld, Michael Smith, Matt Kilduff, Tom Dougan, Ken Kermes

Guests:
Jim Petell, Vern Wyman, Jayne Pelletier, Lee Ann DeRita, Kelly Slocum, Colleen Robillard, Sue Bergen, Ted Myatt, Karen Markin

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 welcomed Devon Swanson. He is the new Chair of the Graduate Student Association

2. FY2016 Divisional Request – Research & Economic Development (RED) Division presented by Jim Petell, Associate Vice President, Research/Intellectual Property Management (representing Gerry Sonnenfeld, Vice President, RED).
   a. Three positions are being requested; a full time Veterinarian, an Export & Grant Control Officer and an Associate Vice President, Research Operations. The total cost is estimated at $565,500 and a co-share of $122,638 is being provided by RED.
   b. The rationale for the Vet position included compliance issues, animal safety (i.e. loss of animals can correlate to a loss in research activities and funding), and facilitation of accreditation. The proposal noted that Animal Care Facility Renovations (bringing three locations to one) of $3M have been requested through the Capital Improvement Plan (CIP).
   c. The rationale for the Export & Grant Control Officer position relates to the increase in grant awards; backlog in the Legal Office; complexity of export controls and is important to the teaching mission. A penalty can equal the cost of this position. Legal experience does not require a JD.

3. FY2016 Divisional Request – Research & Economic Development (RED) Division critique presented by Sharon Bell and Kim Washor
   a. Advantages of a full time Vet are as follows:
      - Strategic investment
      - Important to research teaching mission
      - Increase competitiveness for federal funding
      - Animal service center operates in compliance with NIH & USDA
      - Minimize loss of animals and possible research activities and funding
Guide facility renovations for compliance
- Analyze needs and requirements of a vivarium facility
- Search for grant opportunities to build the facility
- Animal program accreditation creates new funding opportunities and provides for sub-contracts with organizations which require an accredited facility
- The current part time Vets are subsidized by several large colleges. An Animal Care Service Center has to be subsidized and relate to future funding opportunities. Would colleges be interested in contributing additional subsidies to cover cost of animal service center costs?
- Future funding opportunity if research awards utilizing animals increase. This could increase service centers billings to grants. Center could reduce subsidies or become self-supported.

b. Contract Specialist with Export Experience
- Strategic investment
- Important to research teaching mission
- Increase competitiveness for federal funding
- Continuous backlog reviewing grants and contracts (over 2 months); this position could expedite grant applications and contracts associated with grants; possible loss of funding if backlog does not improve
- Penalties for violations are costly
- Currently utilize consultant export control to “put out fires” at annual cost of $15K

c. Associate Vice President Research
- Strategic investment
- Important to research teaching mission
- Increase competitiveness for federal funding
- Focus on operations to allow Vice President to seek new funding opportunities; VP to focus on big picture; this position to focus on day to day operations
- If first two positions were approved, could this be delayed until 2017-2018?

a. Veterinarian
- Would be useful to see the dollar amount of grants that relate to the Vet position*
- Is there any duplication related to lab safety? Some portion of this position would do safety
- Evaluate animal care technicians; typically have one plus 4 lower level ones (wash cages, etc.)
- Better research facility in North Dakota saved $400K up front
- Have pre-vet academic major; could be opportunity to teach

b. Contract Specialist with Export Experience
- Would this be more efficient to outsource the legal aspect with RED oversight for contract
- Outside consultant hired to deal with “fires”; lapsed several months ago; not building an export program
- This position will allow us to build an export program and have in house expertise
- Feds are keen on addressing this issue within higher education
- Would be useful to see the dollar amount of grants that relate to the Export position*
- Greater than $1M equipment have export control; $5M for A&D*
- Will new Director, Sponsored Projects have this expertise?
- There would still be a backlog, even if they did have the expertise
- Need one position for operations and another to oversee the export area
- Approximately 400 applications each year
- 15,000 active projects in grants at any one time
- Faculty start-up packages costing $250K-$750K; that is where bulk of indirect goes
- Export control example - foreign nationals working in a lab; captured upfront in grant proposal; review terms and conditions of grant on front end (i.e. college from China reached out to a faculty member to teach there; we screen and find out that college is on a Restricted List
- There is no education of export issues
- At UConn they combine export and grant; sometimes can catch at front end
- Balance of effectiveness ratio – staff: grants; research revenue target – Ted agreed to provide this info

c. Funding: request should be made to Council of Research to change overhead allocation to cover additional cost. Issue – what is the cost of reallocation from other areas (colleges, VP RED, President, and Provost)? Chair indicated that all funding streams for all requests would be discussed at the June meetings. Chair reminded the Council that the University consciously moved to a new overhead model; goal for VP’s to build buffers for lean years; if lean years continue, staff would need to be reduced

5. FY2016 Divisional Request-Athletics presented by Thor Bjorn, Director, Athletics
   a. Thor mentioned that his presentation included some changes from the original submission. He provided an overview of Athletics including mention of a $218K reduction by Athletics at the FY2014 Allocation. Subsequent to that, at the FY2014 Mid-Year Review, Athletics was provided with $250K since they could not address the $218K reduction from the allocation and had some additional needs. Athletics cut four sports in 2008 and has increased self-generated revenues. Athletics has received Fund 100 fund balance funding for several capital renovations/improvements. The amount invested in programs relate to how successful we are. Chair asked where we stand relative to other schools in subsidizing Athletics.*
   b. Men’s Basketball - $335,750 less co-share $16,275 = $319,475
      - Men’s Basketball-Charter Flights($200K), Team Travel Increases ($25K); Recruiting Increases ($25K); Uniforms & Equipment($10K); Advertising/brand exposure $25K; Video Coordinator $50,750
   c. Women’s Basketball- $175,750 less co-share $22,748 = $153,002
      - Women’s Basketball-Charter Flights($40K), Team Travel Increases ($25K); Recruiting Increases ($25K); Uniforms & Equipment($10K); Advertising/brand exposure $25K; Video Coordinator $50,750
   d. Student Athlete Welfare-$234,392 less co-share $146,015 = $88,377
      - Student Athlete Welfare Needs-Athletic Trainer ($67,741); Athletic Trainer 10 MThs ($56,451); Strength & Conditioning Coaches (2.00)
   e. Operating- $145,000; Repairs & maintenance- $100,000
      - Operating & Repair Needs-Team Travel Increase($50K); Uniforms & Equipment($30K); Recruiting increases($50K); Repairs to facility($100K); Advertising/brand exposure($15K)
   f. Support Staff- $173,180 less co-share $36,812 = $136,368
      - Dept. Support Staff Needs-Computer Technician($55,100); Fiscal Clerk, Business Office,10 MThs; ($53,673); Clerical Support($64,407)
Thor mentioned a number of coaches on the internal payroll and the booster payroll will be required to move to the state payroll due to the Affordable Health Care Act (AHCA). Senior management will be reviewing all personnel that will be affected by the ACHA.

6. FY2016 Divisional Request-Athletics critique presented by David Byrd and Ray Wright
   a. Men's Basketball - $335,750 less co-share $16,275 = $319,475
      - Charter flights by contractual agreement in retention offer to head coach
      - Charter flights have positive academic impact as well as recruitment impact
      - Major key to improvement and success: expand recruitment
      - Potential financial gains from NCAA tournament berth are significant
      - URI name recognition
   g. Women's Basketball - $175,750 less co-share $22,748 = $153,002
      - New coach: new beginning
   h. Student Athlete Welfare- $234,392 less co-share $146,015 = $88,377
      - Without these individuals, the health, safety and welfare of student-athletes are at risk
      - Affect competitiveness due to shortened hours in training and S & C rooms
      - Seems to be most critical of all personnel requests
   i. Operating- $145,000; Repairs & maintenance- $100,000
      - Repair & Maintenance should be the responsibility of the University
   j. Support Staff- $173,180 less co-share $36,812 = $136,368
      - Computer Technician should be the responsibility of the University (cross divisional efficiencies)
   k. Questions/Concerns:
      - Are cross divisional efficiencies realistic?
      - What would success look like in five years?
      - What is expectation for development in next five years?

7. FY2016 Divisional Request-Athletics – Council Discussion
   a. Charters take the program to a different level; revenue increases; seat licensing increases; how does Athletics reach equilibrium, rather than a continued escalation of costs without matching revenue?
   b. Need to get Athletics to point of generating revenue so we can go from 11th place to 9th place in the league; then we can look to get within the top five
   c. How do we measure progress? By winning we sell more; winning will get us there
   d. How do we take the additional funds and reinvest? (Thor)
   e. Part of Athletics request lends itself to OTO (One-time-only) or bridge funding
   f. What is the target in five years? Subsidy? Conference TV? Philanthropy? Ticket Sales? Perhaps, it is time to develop this plan; with specific targets for each of these areas.
   g. Suggestion was made to develop a 3 year funding package to be a bridge to a model
   h. Consideration should be given to the sports should URI be financially subsidizing/supporting?
   i. Overall costs to students is being questioned (37 states have performance based budgeting; states fund based on 4 year graduation rates)
   j. 75% of booster funds targeted to a specific sport; funding from donors is to move program forward; currently being used for operational costs
   k. Correlation is not causation; what will be outcome of investment? What are the measures of success? - Measure by wins/losses and being able to recruit high quality players
8. FY2016 Divisional Request-Academic Affairs presented by Don Dehayes, Provost & Vice President Academic Affairs
   a. A major institutional challenge for two decades has been the commitment to Academic Affairs; in times of revenue reduction, Academic Affairs has absorbed 80% of the required cuts. For example in 2009, Academic Affairs took a $12M reduction. URI is significantly under-invested in full-time faculty and the academic learning mission for students; relies heavily on part-time faculty to deliver the curriculum, especially general education first year students; retention losses are damaging and costly. Need bold action and firm institutional commitment to become a great university.
   b. The first proposal is for 50 faculty positions over three years (FY16-18) at a total cost of $5.25M with a co-share from Academic Affairs of $750K for a net new investment of $4.5M. The annual investment is $1.5M with 16-17 new positions each year. Comparison of instructional expenditures per student FTE for the New England land Grant Institutions for 2010-11 and over ten years showed URI at the lowest $ per FTE at $7,880 and at the lowest change over 10 years (27.2%). In contrast, the same numbers for UNH are $10,501 and 70.8%. Retention rates of first to second year students for the fall 2012 show URI at 81%, the second lowest. Part time faculty teach more than 1300/courses/sections, 30% of the total credit hours and 40%-60% of general education courses are taught by part-time faculty in arts, letters, literature, language, and math. New faculty positions will be strategically allocated across colleges and disciplines with emphasis on: student demand, contributions to innovation and excellence in general education, transformation of existing programs or majors in high demand areas, potential to enhance research, scholarship and creative contributions and opportunity to increase diversity of the faculty. Essential that allocation of positions to ensure responsible and accountable investment in student learning and promise of scholarly contributions.
   c. The second proposal is to establish an Institute for Innovation in General Education. The investment is $220,000 with one time only funds of $150,000 from Academic Affairs in FY2015. This will support implementation and advancement of general education; establish a Director of General Education which would be a faculty member. The UG Gen Ed committee would remain as the course review and approval body. An investment in Gen Ed is a direct investment in student learning, faculty development, and institutional pride.

9. FY2016 Divisional Request-Academic Affairs critique presented by Naomi Thompson and Annu Palakannathu-Matthew
   a. Faculty positions
      ➢ Stressed the benchmark of instructional expenses and the fact that URI allocated the least amount of resources to instruction vs their peers in New England.
      ➢ Enrollment has grown by 4,000 over 12-15 years and the 600 full time tenure track and clinical faculty has only seen a net addition of 6 from FY09 to FY14.
      ➢ The request addresses a critical need. Faculty are the most valuable asset of an academic institution and significant growth in enrollment requires an investment in faculty.
      ➢ Will add value to the student experience and to research.
      ➢ Will increase retention and retention results in increased revenue.
      ➢ Questions raised: Why 50 over three years? Should the need of certain faculty positions be separate from the focus on early retention?
      ➢ Clarification sought on the diversity recruitment goal and plan.
   b. Institute for Innovation in General Education.
      ➢ New gen ed needs support to implement and fine tune it
      ➢ Improves the student experience
What is relationship with University College?
Consider re-organizing the infrastructure rather than adding a new center?
Duplication with Teaching Fellows/Instructional Development and the new Gen Education Fellows?

10. FY2016 Divisional Request-Academic Affairs Council Discussion
a. **On the request for General education support:**
b. First educational summit, the faculty and students indicated that the gen ed program was not meaningful. The new gen ed is straightforward, it celebrates faculty who teach gen ed
c. Other schools may have a Dean of the Faculty who oversees gen ed; sometimes it is in University College; the faculty who proposed it want a faculty leader
d. Like the honors Program, this is a faculty model; brings cohesion and visibility
e. Someone needs to champion it
f. Not in UC because 25 ad hoc faculty group thought it should be a faculty led process, not a Dean UC process
g. UC is, in a sense, unrelated to curriculum; not history/culture to be in UC
h. Question as to whether this is a potential overlap with IDP; in process of taking IDP, On-Line Assessment under the umbrella of Office of Teaching and Learning (OTL).
i. OTL will be a resource to Gen Ed; won’t overlap; will be resource office
j. **Relative to the faculty request:**
k. In response to the question about the diversity goal and plan, the Provost indicated he would draw on the expertise of the AVP for CED who could assist in advising on the development of such a plan
l. Unique opportunity to increase diversity; status quo may not get results
m. Not determined where positions will be located; will depend upon student demand, where can grow research and scholarship and also specific to some courses. The $750K co-share is from per course savings.

n. NSF Advance Grant was successful in attracting diverse candidates
o. Two issues – 1. Once positions are allocated, what will they do? 2. Per course; currently have $5M in per course
p. Would criteria be strong recent growth? Very robust data set; show growth
q. Very bold move important move for the University
r. This indicates to young faculty how we are moving their program forward
s. In the current financial situation, it is difficult to reinvest beyond a minimum amount; we are losing faculty; Some faculty leave because of a lack of colleagues
t. This move will transform the University
u. AA’s current strategic reinvestment process no longer reflects a 1 for 1 replacement
v. If faculty added, how would this impact IPEDS data? This could be projected; URI could aspire to be like one of the other schools who have made these big investments in faculty
w. Important to be strategic and thoughtful; i.e. yield stars who will attract peers and post docs; saw this firsthand at Northeastern
x. Have gradually eroded the faculty; ethical part here
y. 1% increase in tuition would generate $2.5M, which could help to support such an initiative
z. Strongly tie reallocation into course offerings; additional revenue there; allowed us to better place our students

aa. Assuming some consolidation of courses
bb. Expense of higher education – how might we bridge that issue? Investing more when state saying refuses to allow us to raise tuition. This provides greater self-sufficiency in creating our own destiny
cc. Also, need to change dialog around tuition increase to include aid
dd. Metrics will be important
ee. Celebrate critically important role that Lecturers play

*Request for Information:
1. Chair asked where we stand relative to other schools in subsidizing Athletics.
2. Diversity Plan for Faculty Hires to evolve with the faculty initiative and in consultation with CED office.
3. Balance of effectiveness ratio – staff: grants; research revenue target – Ted agreed to provide this info

Meeting adjourned at 12:05pm
Minutes by:  Linda Barrett, Budget & Financial Planning Office