The University of Rhode Island  
Strategic Budget and Planning Council  
September 16, 2010  
11:00am - 12:00pm  
Library-Conference Room A

Members/Staff in Attendance:
Donald DeHayes, Peter Alfonso, Abu Bakr, Thorr Bjorn, Faye Boudreaux-Bartels, Winnie Brownell, Trish Casey, David Coates, Steven D’Hondt, Tom Dougan, Cheryl Foster, Jeff Johnson, Ken Kermes, Glen Kerkian, Patricia Morokoff, Jack Szczepanski, Raymond Wright.

FY 2012 Budget Request Presentation: President David M. Dooley

Members Absent:
Robert Weygand, Robert Beagle, Ron Jordan, Ann Morrissey, Linda Barrett, Stephen Swallow

Meeting Minutes:
1. Meeting was called to order at 11:07 by Council Chair DeHayes.
2. Council Chair DeHayes welcomed the President and thanked the Council for their work. The dissection of the budget process allowed the members to better understand the budget process at URI.
3. President Dooley’s opening remarks included the following:
   a. The work of the Council is pioneering at URI.
   b. The process will bear fruit as it progresses.
   c. There is a larger audience aware of the budget process; the Council will continue to increase this awareness throughout the university community.
   d. The Council worked together for the whole; their recommendations were thoughtful.
   e. The initial decisions were influenced by the current political climate in RI.
   f. We are seeing a change in state administration, and URI is relying on tuition rather than state appropriation.
   g. The budget in FY 2012 is more uncertain because previous directives may change with a new governor. Some decisions were made because of a conservative approach due to the anticipated change in state administration.
4. SPBC recommendations:
   a. The Student Aid increase is included in the FY 2012 Request budget.
   b. The Chief Diversity Officer is included in the Request and there may be an interim in 2011 until a national search is conducted.
   c. An increase to the Graduate Assistant tuition differential program will be funded with recovered indirect cost.
   d. The Roosevelt Hall resurfacing project was moved to a higher priority in the Capital Improvement Plan and work is slated to begin in FY 2012.
e. The IRB Coordinator is included in the FY 2012 Request. This is a critically important aspect of compliance. Recovered F&A dollars will be utilized to fund this.

f. Summer School & Special Programs are being looked at with the expectation that a new plan will be devised and implemented. The intention is to engage faculty with respect to what a summer session and/or January term would look like.

g. The Faculty/Lecturer budget item is not funded in FY 2012 at this time. If the budget were better defined and if FY 2012 was richer, we could pursue this item now. We must hold until we have more information about the 2012 picture. URI does need to develop a comprehensive plan, supported by leadership, which addresses the growth of part time faculty at URI. How do we fund more tenure track faculty and non-tenure track faculty? How do we devise a multi-year systematic faculty? This is important for growth.

h. URI needs a stronger infrastructure. This is important to improve especially if funded with tuition. We need to rebuild where URI has gotten thin. In this case, the little things matter when in a competitive market (i.e. janitorial work, etc.)

5. Highlights of the FY 2012 Request.

a. The Unrestricted Budget Request includes no tuition increase and a $14.6 million increase in state appropriation, which communicates to the new state administration what it takes to run URI and sets a boundary of required state appropriation.

b. New funding requested includes the aforementioned Student Aid and Chief Diversity Officer. It also includes COLA increases as directed by the state.

c. With a $10.5M investment in Unrestricted Student Aid, an additional $13M in revenue is anticipated resulting in approximately $2.5 million in revenue beyond the $10.5M investment.

d. Reallocations within the budget will occur to meet the needs of students and student groups such as GLBT.

e. A Technology fee has been established effective in FY 2012. (See f below).

f. Restricted Fees reflect removal of land line phones from the dorms. The restricted budget decreases the Communication fee and shows a modest increase in meal plans and housing. (Note, the net change between the Technology fee and Communications fee results in a reduced obligation for the dorm students.)

g. The Restricted Request reflects RICAP funding at a $4.8M increase for various projects.

h. The Enterprise budgets include a plan that WA Jones at minimum break even in FY 2012.

i. Relative to the current year, a $1M reduction in State Appropriation is estimated by the state administration as a result of lower than anticipated revenues from the federal government.

6. Discussion of the FY 2012 Budget Request:

a. The replacement of part time faculty: President Dooley indicated that we will replace faculty to cover courses. The recommendation to delay the pursuit of an increase in Tenure Track Faculty/Lecturers at this time does not preclude us from engaging in strategic reinvestment now. This is a multivariable problem, and a framework is needed
to approach this process before the FY 2012 budget is implemented. Council Chair DeHayes stated this started in some colleges in FY 2011, i.e. A&S and HSS.

b. President Dooley stated that some things will be handled through collective bargaining; but, we need to start now on how to achieve a goal that is better for students and the faculty. For example, PHD’s are underpaid and must take multiple part-time jobs with no benefits at several universities to pursue an academic career. We need a solution that fiscally works and moves in a direction that is better for students, faculty and research.

c. Discussion ensued about how URI ties together the needs of institution, funding allocation, and fund raising.

President Dooley replied with the priorities of institution

1st create 24/7 technology process for students and faculty.
2nd continue to grow scholarship and enterprise, i.e. internships.
3rd internationalize and globalize URI.
4th have URI assume position of leadership in all challenges.

i. Based on above, establish some great fundraising opportunities to stimulate and generate revenue for URI.

d. President Dooley concluded by thanking the council for their work and left the meeting.

7. Council discussion.

a. The number of meetings to be held this year and possible sub-groups.

b. Council members discussed the need to see current budgets to assist in the next year’s planning. Council Chair DeHayes said this data was shared at the beginning of the budget deliberation process. If any Council members did not have it, it would be redistributed.

c. Discussion ensued about the process and need for more information on the reallocation of funds. It would be useful for the council to review the reallocation process for FY 2012. Council Chair DeHayes stated that in addition to currently moving dollars, we need to look at how we organize and deliver curriculum as part of this process.

d. Also discussed in the vein of reallocation was that we should not reallocate dollars to something that no longer matters. Questions that should be part of the units’ budget process (for all Divisions, not just Academic Affairs): What value does the area provide? What are the area’s needs? What are they willing to reallocate? How does the Council harness this data?

e. Discussion ensued about the level of involvement of the Council in the decision making process if the state cuts the budget during a fiscal year. Council Chair DeHayes stated the scale of the cut would determine Council involvement in the decision making process.

f. Council Chair DeHayes indicated that three budgets were submitted. For FY 2011 URI has been notified of a $1M reduction in State Appropriation which could be offset by savings in fringe benefits. In FY 2012, URI submitted a CSL budget with $15 million increase in state appropriation to balance the budget and keep tuition and fee rates
essentially level. URI also submitted a FY 2012 Target Request with 12% reduction in State Appropriation and approached this by providing examples of what this sum would equate to (i.e. it is equivalent to the entire utilities budget of the university).

g. Discussion ensued as to how the budget focuses entrepreneurial efforts and what is being done to develop this.

Council Chair DeHayes adjourned the meeting at 12:13pm. He stated that this officially closed FY 2012 planning.

**Information Requested:**
Redistribution of FY 2011 Allocation Budget data.

**Tentative Fall Meeting Dates:** (per Provost Office email of 9/9/2010)
- October 26, 2010 3-4:30pm. Galanti Lounge.
- November 23, 2010 3-4:30pm. Galanti Lounge.

Additional Fall meeting dates may be scheduled.

**Next Meeting Agenda:**
TBD

Minutes by: Colleen Robillard, Budget Analyst, Budget & Financial Planning 9/16/2010