Enclosed are the SBPC recommendations for new funding priorities for the FY14 budget, including important enclosures that detail vote rankings related to the top eight items the Council recommends be considered for funding. The Council realizes that these eight priorities will likely exceed availability of new funding for FY ‘14. It is our understanding that, as President, you may choose to fund a portion of one or more items or fully fund a subset of them as you determine them to be important and upon review of final FY ’14 available funding.

Again this year, the Council recommends that reallocation (reductions of functions and expenses to support new strategic priorities) within and across Divisions and units needs to be a primary strategy utilized by the leadership in each unit. The Council urges the President to ensure that the Division heads are utilizing this as a prime strategy for strategic reinvestments and for potential sources of funding related to these requests.

Included in this set of recommendations are the following:

• **A listing (below) of the unranked top eight priorities** as determined by the Council with some specific considerations and recommendations pertaining to two of the eight items.

• **A brief overview of the** of the process utilized by SBPC in formulating these recommendations.
Priority Items for Investment Consideration

Consensus within the Council was that the following 8 items are strategically most important and should be given consideration for budgetary investments. They are not in any rank order.

- **New legal counsel and associated expenses** – Total cost $169,828 (President's request) - A new position for Legal Counsel, operating expenses, and one time office related equipment.
  *Additional recommendations below regarding this item.*

- **Faculty and Lecturer hires** - $927,000 with the total cost of $1,029,000 (AA cost share of $103,000) - (Academic Affairs request) - Two clusters of 3 tenure track/clinical faculty hires in 2 thematic areas. Appointments will cut across colleges and departments to encourage interdisciplinary activities. Also 4 full-time lecturer positions in departments to provide critical high quality instruction in courses that serve the university broadly, such as general education.
  *Additional recommendations below regarding this item*

- **New Fitness-Wellness Center staff, operating & equipment** – $300,000 of one time funds for equipment and $335,000 for recreational services staff and operating (Student Affairs) - Two fitness-wellness coordinators, student payroll, operating and one time only equipment for new Fascitelli recreation area, a Club Sports coordinator, a Fitness wellness coordinator, and student payroll.
  *Additional recommendations below regarding this item*

- **Graduate Research Assist. Tuition Differential Fellowship** – Total cost $150,000 (Academic Affairs and Research & Economic Development) split between overhead and general funds - Support for graduate assistantships supported on research grants provided by matching funds to pay the difference between out-of-state and in-state tuition for research graduate students. This would be the final year to bring this initiative to total of $2m of self-sustaining funds to support it fully.

- **Internal Auditor with legal expertise** – Total cost $110,000 (Administration and Finance) - Oversee the development of compliance
and ethics codes, whistleblower activities, and implementation of expanded accounting and fraud requirements and investigations. The Auditor will insure compliance and measure and evaluate the effectiveness of its internal codes and the integrity of the financial system, including policies and procedures.

- **Office of Experiential Learning Liaisons** – Total cost $255,000 (to supplement staff and add 3 new positions - To provide base-funding support for the 1.5 FTE Experiential Liaison positions currently supported on temporary funds in FY ’12 and ’13 and funding for an additional 1.5 faculty liaisons in other colleges to expand services.

- **Assistant to the Provost for Global Strategies** – Total cost $200,000 with AA cost share of $16,500, new investment request total of $183,500 (Academic Affairs) - To support the salary, benefits, and operating budget to continue the needed expansion and coordination of global activities, now funded as limited position on temporary funding.

- **2 Coordinators Disability Services** – Total cost $145,000 (Student Affairs) - Students with disabilities comprise 7-15% of the community of faculty, students, and staff. This request will allow the University to reduce the unmanageable caseload from 350 students per individual staff to 200 students.

*Additional Recommendations

**New Legal Counsel and associated expenses**

While the Council endorses the need for enhanced legal support, it strongly urges that consideration should be given to the organization of legal services and support at URI for improved efficiency and operating. The Council recommends that consideration be given to the possibility of restructuring all resources at the University that currently support all related legal services for greater efficiency and effectiveness in the delivery of services to the URI community. Currently, resources are dispersed throughout divisions as well as within some colleges that support general legal issues, intellectual property, labor law, and contracts. For example, URI employees holding a Law degree work in the Research Office, Human Resources, College of Pharmacy, and GSO. A centralized legal office, common at other institutions, could provide improved services, including delineation of work, expertise, coordination, and communication relative to all University related legal services. In addition, the practices and policy for the authorization of all contracts should be revisited to determine which types of contracts and forms require formal review by URI legal Counsel. The current policy and practice needs to re-examine for improvements in efficiency. Many standard types of contracts and forms could be issued by other designees without individual legal review, (a paralegal or in some cases VP’s and deans), which would improve timely functioning of
important arrangements and allow for legal resources to be devoted to areas needing such expertise most. Also, of note, a legal assistant and legal support for Research and Economic Development were requested, but ranked lower by the Council as it continued to wonder whether co-locating resources would assist in meeting these related needs.

**New Fitness-Wellness Center staff, operating & equipment**
While the Council endorses the importance of the staffing and equipping the new fitness and wellness center, it recommends that careful attention be paid to any potential resources remaining from the bid process that could be utilized instead for this request. Also, given the funds raised privately and the 1.2m remaining in the Foundation account, the question was raised as to the specific funding source that could be leveraged to support this request. These funds and balances should be carefully considered in light of this request. In addition, the Council urges that continued fundraising efforts be made on behalf of this project (ongoing) and for Student Affairs in general.

Overview of Process in Developing Budget Recommendations

This is the third consecutive year that SBPC is submitting its new funding budgetary recommendations. The role of the SBPC is to ensure that the University’s strategic plan (including the Academic Plan and President’s transformational goals) guides resource allocations and investments, ensuring that financial recommendations thoughtfully advance the University’s strategic priorities and have a significant benefit.

The Council again tweaked its submission and review process this year. A new process was developed for presenting the area budget requests during the Council’s meeting which involved teams of SBPC members assigned to present both a summary and a critique of the division/unit request, similar to a grant process, rather than the VP/unit head presenting their own request. This process was endorsed in advance by the Council and is noted in Council minutes of September and October 2011 and specifically outlined in a supporting document entitled Budget Process, all of which are posted on the SBPC website.

The Council continued to use a scoring rubric submitted by each Council member for each proposal relative to criteria on strategic alignment to each of the 6 Academic Plan goals and for 6 University-wide benefit factors. The scores for each item were submitted electronically and tabulated in excel charts, which allowed them to be reviewed and considered in various ways by the Council when it met in mid-June to review the data and formulate its recommendations.

Again this year, a SBPC Budget Request Template was utilized to ensure that requests from each Division and Athletics would be submitted with attention to factors valued by the committee and to ensure consistency across divisions and units. These submissions
are available if you wish to review them. Requests submitted from each Division were to include information as follows:

- A description and justification of the item requested
- How the item aligns to any of the six Academic Plan goals
- How the item would positively impact any/all of the following benefits:
  - The University’s marketplace positioning
  - The State, including jobs or economy
  - Financial benefit to the University – direct or indirect
  - Intangible positive benefits, such as morale, efficiency, reputation, work environment
  - Admission, retention, or graduation
  - Quality of the student experience
- Relate any reinvestment efforts made during the past year which reflect strategic priorities
- Provide any benchmark or comparison data (e.g., such as peer comparison data) relative to the request as justification.
- Project any anticipated financial requests for FY ‘15 and FY ‘16
- An excel spreadsheet detailing the cost of each item, including fringe calculations for personnel

The Budget and Financial Planning Office then provided a review of each submission verifying and clarifying various financial related data. The Budget Office gave an overview SBPC member rankings of 32 proposed items; this summary included a spreadsheet containing various statistical measures, i.e. average ranking, maximum ranking, frequency of ranking, etc. Afterwards, SBPC members discussed the pros and cons of those items that rose near the top of any of these statistical categories. A consensus was reached that 12 items, corresponding to the top 1/3 of the average ranking statistic, represented well the SPBC consensus on high priority items. SBPC members were asked to vote one last time on these remaining 12 items using a 5-point Likert scale in an effort to prioritize the items from 1 to 12. The results summarized above represent the consensus that 8 of these 12 items are very high priority, although the exact priority among the 8 items was not finalized due to disagreement over how the 5-point Likert scale scores were to have been distributed.

We are grateful for the continued opportunity of providing insights and feedback relative to budgetary investments on behalf of the University. We look forward to hearing about your decisions in follow up.

Enclosure:
- SBPC Comments related to Top 8 Priorities
While it is hard to judge benefits on some items accurately given the ambiguity as to which clusters would be funded, the concept of clustering has highest potential to forward the interdisciplinary goals of the university.

I think we should put this off a year so that we can evaluate the process that is being used this year to hire for 4 clusters. Perhaps alterations in the process/goals will be realized during the first year of hiring. It would be better not to make a commitment for 2 more clusters right away. Also, if this is really important to the University, a greater reallocation of resources within Academic Affairs could be made.

In my view it is extremely important to hire new faculty.

This is my top choice. We must recruit more tenure track faculty members to ensure an acceptable student/faculty ratio and to build strength to fulfill our missions of teaching, research and service.

While it is important to continue to invest in experiential learning resources, to do so at the expense of traditional academic resources is perilous to morale in the current climate. We large splash out occurred for experiential learning this year, and we should continue to invest in it, but at a more moderate pace alongside other initiatives.

I rate this effort highly. It has a positive impact on "experiential learning" that can mean a number of things from internships within the state businesses to global travel. This is a service to faculty that will unleash their imaginations to create much needed engaging learning experiences for students - which indeed will impact quality of enrollments.

In my opinion these liaisons are very important, but I would actually rate the Asst. to Provost for Global Strategies as more important because I don't think the global effort can succeed without that position, whereas we can develop internship experiences without the additional liaisons. I think they are nice to have but not essential.

This is an essential effort for us to attract high quality graduate students to support our research efforts. Money that was taken away from teaching assistant funding should be returned. Some doctoral programs on campus need just a couple more TAs to make their programs solid and keep graduate course registrations up.

I think this is crucial.

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We will never achieve a reputation for strong graduate education unless we can compete through adequate fellowship/tuition support for the strongest candidates. I am impressed by the fact that we are losing grant accounting credit because it costs too much to charge students out of state tuition. We should continue to invest in this program until the $2 million target is met.

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I think this is crucial.

I am sympathetic to the idea that we need more oversight in fiscal matters but still uncertain as to why so much of previous resources were going to Ryan Center monitoring, thus creating the deficit of auditing for other operations

This position was requested last year and is now #1 on the division's list - I believe it should be supported.

I ranked this position high in benefits because having the auditor could help prevent circumstances that would have a very negative effect on the status of the university in the higher education marketplace, the RI economy, and enrollment.
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<th>FY</th>
<th>Division</th>
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<td>Clearly URI requires additional investment in legal counsel, but the possibility of centralization and efficiency should be explored as one approach to meeting needs across divisions</td>
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<td>I support the need for another attorney and think a good case was made for this in the presentation.</td>
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<td>RECSVCS</td>
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<td>This is an excellent use of a defunct facility and has the potential to rejuvenate student-staff interactions at the heart of the campus, to say nothing of health and wellness. Should be an exceptionally high priority - though equipment should be subsidized by donor named machines when possible.</td>
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<td>I recommend separating the one time equipment need from the base request and seek fund balance allocation for the one time equipment.</td>
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<td>This should be funded 100% for students morale - etc.</td>
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<td>FY2014</td>
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<td>This is my highest priority for this division: the data was well prepared, the need is acute and the potential to serve a greater cross section of students well is high. In addition, with more capacity we can use this as an enrollment tool for students requiring high quality disability case monitoring.</td>
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<td>I recommend we hire one position instead of 2.</td>
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