Members in Attendance:
Don DeHayes (Chair), Christina L. Valentino, Linda Barrett, Sharon Bell, Faye Boudreaux-Bartels, Wendy Bucci, Lori Ciccomascolo, Steven D’Hondt, Mary Jo Gonzales, John Kirby, Ken Kermes, Lindsay McLennan, Trish Morokoff, Ann Morrissey, Joelle Rollo-Koster, Gerry Sonnenfeld, Kim Stack, Naomi Thompson

Members Absent: Cody Anderson, Thorr Bjorn, Rachel DiCioccio, Ellen Reynolds

Guests: Kipp McMahan, Vern Wyman, Jayne Pelletier, Ted Myatt, Mike Iavarone

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
   ➢ None

2. Approval of June 1, 2016 Minutes
   ➢ Will be taken up at June 15th meeting

3. FY2018 Divisional Request (9:10am) - Research & Economic Development (RED) presented by Gerald Sonnenfeld, Vice President
   ➢ Fund 110, Overhead has been negatively impacted the past two years; RED division is supported mostly by these funds; there is a small Fund 100 budget in this division; in addition to overhead distribution changes resulting in less overhead funding to VPRED, all fund balances will be gone by 6.30.16; permanent reduction of ~$250K (Linda Barrett note perm reduction $221K) in FY2017 with one position eliminated (employee transferred to another funded position on campus); cannot fund the FY2018 proposal for a Vet position on overhead funds; requesting Fund 100 funding
   ➢ Rationale for the proposal:
     • Animal facilities must be updated; requested this since I arrived at URI
     • addition of Neuroscience Institute (NSI) and Health Collaborative pushed it to the forefront; these individuals want to increase the rodent facility
     • there is a temporary rodent facility to accommodate the NSI needs at this time (in process, not yet under construction); there will be a new facility in the new Pharmacy Building that will encompass all the rodents
     • rodents were taken care of by various colleges; that has changed; must be a centralized facility which is the standard
• need someone to run the show; to provide standard vet care to aquatic and farm animals in addition to rodents; have been done by consultants; as things expand expect cages to increase; need someone here all the time; to be available for emergencies; the part-time vet had a practice and was not always available to us;

- Estimated request is $170K net of co-share from part-time vet position; a small amount of funding for the consultant dollars are in the RED budget
- Fits with goal #2; scholarship, creative work
  • is a research requirement; targets research initiatives
  • for faculty scholarship and creative work
  • supports instruction
  • improves effectiveness relative to the space
  • this proposal is for the staffing portion

- Need this position for accreditation; someone trained in animal laboratory medicine; having accreditation leads to greater success with grant proposals
- Benefits all areas except area #5 (enrollment mgt enhancement)

4. FY2018 Divisional Request – Research & Economic Development critique presented by Kim Stack (Rachel DiCioccio unavailable)
- May want to consider consultant budget to further offset the request; (Linda Barrett note from follow-up is shown below)
  *Per email from Ted 6.7.16: there was no payment of a consultant vet. Someone from Roger Williams University who specializes in aquatic species consulted with us once or twice, but no money changed hands. He said it was a professional courtesy between colleagues and she didn't accept any payment for it... and that's the only case where we used an outside vet that he knows about.*
- Alignment with academic plan; Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC) accreditation; with NSI taking off, this will be a necessity; Ensuring the facility and protocols are appropriate for accreditation; Should align ourselves with other schools; Faculty do experimental work; technicians take care of the animals
- University of Pittsburg has 12 veterinarians; vets on staff with multiple specialties; oversee 1-2 facilities per Vet

5. FY2018 Divisional Request – Research & Economic Development Council Discussion
- Are the animals well taken care of? Yes; but, facilities are not state of the art; It is not what we need to be competitive; this will enhance opportunities available to the faculty
- Trying to get away from the colleges contributing; we charge a per diem for the animals; this covers the operating budget; cannot subsidize the Vet from the per diem; there was no per diem charged before Gerry arrived; e.g. purchased a new truck with per diem; is there any resale value? Not allowed to sell animals
- Temporary facility should be completed December 31, 2016 and permanent by June 30, 2018.
Benefit of animal facility accreditation is that it is recognized by all granting agencies and that all requirements are known to be met; when putting in grant proposals will not have to put in additional reports if we have accreditation.

Will it generate more grants? Will help URI to recruit top faculty; history of 20-40 years we have let some things lapse; pleased we have a cost center; grant agencies are happy to pay part of the cost; opportunities to have facilities impact our students; have a pre-vet academic program and would be beneficial for the full-time Vet to contribute to that program by teaching a course, giving a lecture or workshop;

Current Vet – what is cost of the part-time vet? $56K; what is the search process for the position? Gerry: See how it develops. Will there be a national search? Gerry: Do not know what we will do; there is a national search; will be someone who does this professionally and has experience. Is there anyone who has been identified? Gerry: We have someone who is interested in the position. The part-time position has been vacated; so, I put someone in and they are doing a good job; recruited from Texas; whether they will be put in position or do a full search will be determined; there is no one in the state who has the experience.

How was $180K salary determined? Other members of the council indicated results of a quick search of some salaries on the web showed that $103K was the rate. (Note – Plz see June 7th meeting minutes for important clarifications on this section of the minutes)

6. FY2018 Divisional Request – Administration & Finance presented by Christina L. Valentino, Vice President for Administration & Finance

After looking at the benefits the other day, went back and looked and glad to see they line-up pretty well; goal #5, streamlining relates to our requests. Request is for $480K and 4FTE which is ~1% of the division budget
- Assistant Director, Capital Planning & Design
- Process Improvement Specialist
- Business Continuity Position
- Assistant University Purchasing Agent
- Public Safety Fleet Replacement Fund

Strategy #3 – Process Improvement Specialist – provides a permanent employee to coordinate efforts; single point of contact; bring in a qualified professional in the area; in FY2017 we can explore (e.g. TQM, Process mapping techniques…) bring to fruition a lot of exciting projects, like AMRC proposed; explored in detail with an office of this type at Clemson; this is taken from the information received from Clemson; becoming best practices at institutions

Business Continuity Coordinator – The President has talked to us about a separate identity from emergency management; ensuring campus ability to continue its mission during or after a critical incident or unplanned interruption; develop and implement a plan; they do an analysis of every department and identify the vulnerabilities
- Assistant University Purchasing Agent – moving from three to four; increased workload as a result of increased accountability; will take over 40% of procurement activity currently handled by the state; most require time intensive full bid solicitations; will take a long time if we do not have the people; will use OTO to provide support in FY17; continue to be a work group with the state offices and could be that further autonomy is granted

- Assistant Director Capital Planning and Design – another story on the background – would provide permanent funding that was part of a reorganization – the President and Senior Team approved funding for this in FY17 and asked that I come forward to this group today – really a request from President Dooley and myself; (Linda Barrett noted the following in response to the previous statement-she indicated that she was in attendance at the President’s Team meeting when the Assistant Director positon was discussed. The President indicated one time only funding would be available for FY2017 and suggested that it could be brought to SBPC as a new initiative and ultimately approved for funding; if it was not, then the division would have the responsibility to identify the funding from within the divisional allocation. Since the Council recommends to the President, this protects the integrity of the process). Per Christina: Vern and I looked over the whole organization; they handle a lot of other things, real estate, public private partnership; asset protection, CIP

- Public Safety Fleet replacement fund – another attempt that instead of piecing together funds, they can manage in a systemic manner; we are matching and contributing $40K from Public Safety on an annual basis; some are related to accreditation; when we turn them over can be re-purposed for other campus needs

7. FY2018 Divisional Request – Administration & Finance critique presented by Joelle Rollo-Koster, Naomi Thompson and Lori Ciccomascolo

- Focuses on streamlining, consolidate operations to increase efficiency and address accreditation for law enforcement

- Business Continuity Coordinator aligns with the goal #5 of the Academic plan; in FY2017 evaluate assessment of tools; impact – will help us to respond to emergencies; one person who is thinking of keeping the University running
  - are individuals already doing these responsibilities?
  - how do needs of peer’s compare?
  - will it generate cost savings so the position could pay for itself in the future?
  - May be that the position needs deep institutional knowledge

- Process Improvement Specialist – efficiency improvements needed
  - have heard this for a long time
  - would be single point of contact; vs. someone coming with a 40,000 mile view
• daunting task way URI operates
• more or less imploded in the first Academic Plan
• now in the second Academic Plan
• provide consistency and best practices
• is there a current in-house staff person that could do this?
• how would this position help the faculty and administration?

Fleet Replacement – buy not lease; need a more formal plan; reduce maintenance costs
• is $90K enough?
• what is currently being done?
• does this replacement fund include all campuses?
• how do our peer institutions fund this?

➢ Assistant Purchasing Buyer – with new responsibilities comes additional work; meet goal 5 of the Academic Plan
• decrease wait time for approval
• would new buyer work with the state?
• what is the relationship with person we are currently paying for in State Purchasing?
• person at state level handles larger projects.

➢ Assistant Director, Capital Planning & Design – the SBPC Review Team decided to accept this late item
Reservations – question – recently vacated position as a result of using the funding from the existing position for a new position to which a staff member was promoted; this left the recently vacated position unfunded and permanent funding is being requested in FY2018 for the recently vacated position
• Completes Business Services reorganization plan
• What are the specific responsibilities of the position?
• Position was funded last year, have you found that it is still needed this year
• Why is suddenly that position becoming #1 priority? What happened to person who was in that position? Is it really necessary to replace them?
• The division has a lot of requests which seem to be most important
• Suddenly last minute we get your #1 – why?

➢ Christina: reorganization was underway; because of immediate urgency of the current and future workload; trying to internally reallocate to make it work and took a broader look at what was really needed; timing of how it synced up with SBPC process; the reorganization was approved and in the interest of transparency I brought it to the SBPC; compelling that is why OTO is a little confusing – the position existed and was vacated as that person was promoted to a higher level new position; elements that are coming with the individual are: oversight of capital improvement process; space evaluation and allocation process this individual has performed previously and also taking on real estate transaction and interaction with state and integration of planning with all
entities of University and how all ties into university master plan. Small projects handled by new position previously approved by SBPC; this position will have a lot to do with contract and purchase orders; activity design, URI has the largest complement of projects it has had for some time; will not slow down; looking at entire campus and some restructuring and new duties.

8. FY2018 Divisional Request – Administration & Finance Council Discussion
   ➢ How does the whole organization need to change based on what is coming forward? You are asking for 5 new positions; I find the language fluid when you talk; seem to be duplicating some of the duties; trying to understand; this proposal came in at last minute; relates to process improvement; could be combined with the last position
   ➢ Christina: – example of streamlining, looking at entire organization
   ➢ Confused by the language that this is a vacated position and usually SBPC reviews new positions – what is new?
   ➢ Christina: vacated because person was promoted and took the funding from this position – that was the newer higher level more costly position; So, someone was elevated and salary went with them (AD) to a completely new position; In reviewing the reorganization chart, appeared impossible for Vern alone to perform all the duties, could not manage these alone; goal is to help get those in alignment; service delivery
   ➢ Don: Given we are a Strategic Budget & Planning Council, a better model is to bring the new position to this Council; nothing strategic about filling a vacant position; every other new position requiring new funding comes to the Council; a new position was created; there was not truly a reallocation because nothing went away; wish we were having a discussion about the new position
   ➢ Christina: entire reorganization including the new position was approved; thus we are asking for less (Linda Barrett Note – if higher level position was asked for, co-share would have brought the amount requested to the lesser amount for the new position); reorganization approved by President’s Team (Linda Barrett indicated that she was in attendance at the President’s Team meeting when the Assistant Director, Capital Planning position was discussed. The President indicated one time only funding was available for FY17 and suggested that it could be brought to SBPC as a new initiative and ultimately approved for funding; if it was not, then the division would have the responsibility to identify the funding from within the divisional allocation. Since the Council recommends to the President, this protects the integrity of the process.)
   ➢ Vern – after reorganization, etc. now have Assistant Director in Cap Projects as well; in design process we have College of Engineering, the largest project under design and with some swing space off campus, White Horn Brook Apartment project; Gateway Welcome Center; master plans at Kingston and Bay campuses, Landscape, energy performance contracts; upper college road multi use project involving university inn with private public partnership; solar array project; on horizon historic quad; workload and view of it has never been higher; single
director; Massachusetts has 63 positions. What is really going to happen? - have heard since 1966 that Washburn will be renovated; have been hearing forever but nothing happens. Campus master plan is done; much has been done, now 15 years old; considerable progress; Council requested Vern’s presentation relative to the master plan.

- Process Improvement Specialist – always seems problems we have are due to state and union issues; would we hire that person and still have same problems? Christina–this is an actual field of expertise; common for university to have this kind of talent
  - Would help for experience with hiring processes; expertise with long standing issues that University has been challenged with that many constituencies want.
  - Seems like we always lose faculty, cannot yield faculty we want; but, seems like we say let’s just pay the going rate for these staff positions; What is the reporting structure?
  - What authority to move recommendations forward – this recommendation is reporting to VPAF; but available campus wide; be immediately aligned with goal 5 – is resource different than requirement? Christina: for person to be effective would need authority.
  - Biggest obstacle facing the University right now is the environment for our faculty and students. Question – timing? Feels like we need to make some progress in this area before we design what this person would do; needs to be commitment from the top, this is a pretty lower level; all senior team needs to think about streamlining; takes folks months to get reimbursed for travel; a mid level person is not going to fix that; culture changes, come from top – will be a need at some point – do not know today? We know the processes that are broken and we have managed to not address it for 25 years; it was the only task force that did not produce change; is a way to streamline to add more positions? Need to get over the defensiveness.
  - Christina: some good points; remember this is for FY18; lot of momentum with goal 5 with senior leadership led committee; will give punch and authority level; in each year ahead opportunity to bring forward
  - Don – we do not have a lot of momentum on this issue
  - Trish –I saw a significant improvement on wait times this year for hiring
  - Christina: critical part of someone’s job; lot of really good work being done out there; encouraging to staff that their efforts are being acknowledged; build momentum on good things that are happening
  - Travel reimbursement has improved

- Purchasing position – what happens if does not go thru?
  - Workload is coming
• What about the funding we provide to DOA now? That position would still be needed for major capital projects.
• Don – paying for this position at DOA for 5 years – no visible improvement
• Christina: – plenty of workload on construction side.
• We are picking up jobs up to $100K; is a shift of workload; will revisit this in light of the delegation
• Are there more efficiencies that could fund this position?

➢ Public Safety Fleet Replacement
  • Deals with the fleet safety; looked at fleet as a whole;
  • 2 fleets; police and non-police – how are others handled?
  • Purchases and lease purchases used;
  • Similar to travel and may be a need to have a centralized process
  • What is the source of the $40K co-share?
  • Don – need analysis of all vehicles and are they all needed? What is best strategy to fund and replace? Look at it globally

9. FY2018 Divisional Request (11:25am) – Academic Affairs presented by Don DeHayes, Provost & Vice President, Academic Affairs
  ➢ Thanked the review team
  ➢ Two modest requests for investments; similarities; both are initiatives that are building on progress; can do things better if we manage them vs let them happen in the background;
  ➢ Effort to solidify that further raises the level of the institution
  ➢ Two years ago the Gen Ed initiative made it in the recommendations to the President; same year when new faculty positions were approved; last year this was the 5th priority
  ➢ Office of Innovation – Gen Ed – there is a one-time only co-share to get a director on board July 1, 2016
    • Increase of one tenth of 1% of AA budget
    • Led by a faculty director; 50% faculty as director and other 50% teaching, etc. internal search underway;
    • Gen ed represents a third of the student’s classes; has been unmanaged; evolutionary changing over time; staff required to support this
    • Create a celebration on campus; trying to move gen ed into center of University offering, this will cut across all 4 years
    • Funds for summer workshops for faculty
    • Bring focus on innovation and best practices aimed at faculty and student; want awards for faculty that are exceptional instructors
    • Nebraska and Maryland are highlighting this and this aids in recruitment, yield and being good for students; touches every UG student in the University
• Enforces #1-#4 of current academic plan and #2 of old plan; need for Director
• GREIST requested it; faculty requested it; a subcommittee requested it
• URI is the lowest of the New England Land Grants in what it spends on instruction.
• Return on Investment will be significant – will impact enrollment – exciting curriculum for students; 80% of gen fund budget is enrollment; retention a 1%=$1.2M per year; we have room to pick up 7-8% to align with our peers; 37 of the 50 states have moved to performance funding; student retention, graduation rates, etc. create institutional reputation.

➤ UG Res and Innovation- to be led by faculty member
• responsibility for our institution; promote ourselves as research institution; but, without having research experience for undergraduates
• not just research projects but entrepreneurial activities
• want to target first time; under-represented students; make sure it is equitable
• help students develop proposals; director could run a JTerm class on this; host a signature event each year; research and innovation festival
• coordinate with the Library so student projects are archived; and with maker space in Library
• added 40+ points to our student profile of SAT’s – means they want more; some will want to do a project or study abroad instead of honors
• many faculty want to do this; AMRC ad hoc task force, Research Task force and Student Academic summit all asked for this
• most institutions grow it with philanthropic support; we could double this with that kind of support; be co-located with gen ed; share the staff position; conclusion from faculty we have fallen behind; all New England Land Grant institutions have such an office

10. FY2018 Divisional Request – Academic Affairs critique presented by Ken Kermes (John Kirby, Sharon Bell, and Lindsay McLennan unavailable)
Gen Ed enhancement; steering team previously requested director be from the existing faculty; operating funds; can staff be shared; can operating be shared; we split hairs three times more than is constructive; staff it and make the investment UG Res and Innovation office – help students develop proposals; some may even do a study abroad; staff positon to be shared with gen ed office

11. FY2018 Divisional Request – Academic Affairs Council Discussion
➤ Steve: how will these positions fit into current structure? Who report to?
• Don: gen ed director per Faculty Senate Executive Committee (FSEC)leadership would report to FSEC; this committee is a rotating body; UG Res would report to the Provost Office; like the Honors Director.
• Why wouldn’t it report to UC?
• UC is largely the first and maybe second year; now gen ed cuts across 4 years; if interface with any one college would lose its campus wide focus; professional advisors are at interface from UC and the colleges; help students thru UC and pass to the college
• Director of Gen Ed has a lot to do with pedagogy so why not relate to OTL
• Director of Gen Ed working on pedagogy needs relative to gen ed proposals and would work with OTL
• Discussion on why better to report to Provost vs Faculty Senate Executive Committee; would buy out the time of the faculty member who is a director; already have a person; it is a homegrown program that one of our very capable faculty can lead because they know it intimately; we have exceptional faculty
• Are we approving the reporting structure?
• If the SBPC wanted to make a statement about the reporting structure it is up to them.
• Need continuity; responsibility should be through the Provost Office; co-share is one-time only funds; Provost Office has the funds from the NSI cluster hire that won’t get filled until September. What if not funded?
• Provost will have to fund through reallocation of faculty funds; but it needs its own budget. Reallocation is about something going away. Seen implications of not managing this for years. Half of the faculty salary of the director will go back to the department.

➢ Christina: why wouldn’t this be an effort for a new faculty?
• Almost all new hires are at Asst Prof level and need to work towards tenure; this is a full Prof and someone from URI and their knowledge of our gen ed program; credibility of the faculty; what about using faculty resources from faculty who leave? For Provost this is not strategic. Especially for an item as small as<0.1% of the budget.
• Not lose sight that this is part of the pedagogical. Would it make sense for us to informally weigh in? Real concerns about anyone in a permanent position reporting to a revolving committee; consider not supporting it if reports to a committee; Faculty Senate already has a gen ed committee. Director would not usurp the Faculty Senate curricula authority.

• in past Research Office provided $10K and Provost provided $30K;
• managed by committee and was not effective
• now entirely funded by Provost; probably report to VP Faculty Affairs
• Research division would do all it could to make it work
• How do Research Office and Honors Program relate to this?
• Director would develop a framework; there is a National Council for undergraduate research with 600 Universities as members; we are not a
member; would not replace or compete with what departments have now

- Kim was on task force – not every student is aware; connected to Honors; inventory of all UG research happening; some were pockets within departments; informally; want to bring together once we saw the inventory; one director to be able to make connections, bring everyone together who is doing UG research

- In addition to research across all disciplines, there is an important innovation part; discovery and thought and learning; initial funding in 2009 we thought we needed funding; we need the management not just the funds; we created a separate fund to support separate projects in Honors. What about the interaction with the Graduate Student research? Graduate School and various programs should be recruiting the students that are doing undergraduate research, we want to recruit them.

12. Chair: Questions or comments informed by the dialogue.
Importance of continuing the discussion led to a meeting set up for June 7th.

Meeting Adjourned at 12:40pm

Next Meetings: June 7, 2016 8:30am-11:30am, Memorial Union Room 300; June 15, 1:00 pm - 4:00 pm, President’s Conference Room, Green Hall (Identification of top proposals and final recommendations completed)

Minutes Submitted by:
Lisa Fiorio and Linda Barrett, Budget & Financial Planning