Members/Staff in Attendance:
Don DeHayes, Robert Weygand, Peter Alfonso, Abu Bakr, Faye Boudreaux-Bartels, Winnie Brownell, Trish Casey, Steven D'Hondt, Tom Dougan, Cheryl Foster, Ron Jordan, Trish Morokoff, Steven Swallow (by phone), Jack Szczepanski, Glen Kerkian, Ann Morrissey, and Linda Barrett.

Provided Council with Charge: President David M. Dooley

Members Absent:
Robert Beagle, David Bedard, Thorr Bjorn, Jeff Johnson, Ray Wright, Ken Kermes

See the complete list of member information at http://www.uri.edu.budget/

Meeting Minutes:

1) Meeting called to order at 9:05am by Council Chair Don DeHayes.
   a) Introduction of the group.

2) Chair DeHayes called for any additions or corrections to the Minutes from February 12, 2010 SBPC meeting.
   a) Chair DeHayes requested that # 6 on page 2 should be amended to read -Chair DeHayes reported that it is our hope to come to a consensus on most items but will vote as needed in the absence of a consensus.
   b) Abu Bakr recommended that #5, second bullet point, should be move to the "Required Action" section of the minutes.
   c) A motion was made and seconded and passed to approve the amended minutes.

3) President David M. Dooley presented his Charge to the Council.

   The Council will frame the strategic priorities for the institution and frame the budget recommendations that reflect those priorities.

   It will be open to the internal and external community. There will be general discussion, feedback and outrage. The Council will have to make difficult decisions and recommendations in times when resources are at a minimum. There will be interesting moments with the media, the campus, the Board and the Legislature.
Goals and outcome:
Better planning
More thoughtful budget recommendations from across the campus
More data driven decisions
More analytical decisions

The most important thing is the way the Council will do its work. Agenda and minutes will be made available. People are to feel welcome which facilitates visitation. They are entitled to know everything that the Council knows.

There will be more confidence in the outcome. People will be involved, their voice heard, their ideas and concerns part of the debate. There will be communication, transparency, and the opportunity to support the best interests of the institution. The Council can create mechanisms to get ideas/recommendations and criticism back into the process. The campus needs to know what the critical pieces of information and data is that will guide the Council’s thinking and planning. (i.e. productivity numbers, dollars per cr/hr taught in particular parts of the University, grant dollars, students served, and publications). The Council will decide what data is needed. The first year may be feeling out what data the Council needs. The campus will be able to see the data that you see. Making data available is good, it leads to discussion.

The Council must have a sense of what the data is that is driving their decisions. The Council has access to staff here and others who will be called upon to provide the Council with needed data.

Each member of the Council represents a certain part of the institution and has valuable perspectives. The votes/position have to be made in the best interest of the University. The recommendations will be the best judgment of the Council collectively. The community will expect that the recommendation be for the benefit of the University.

The Council’s recommendations and the President’s decisions reflect the fact that both parties are in it together. The Council carries a heavier share of shared governance.

President Dooley indicated he was confident that it will work and that there will be a much better allocation of strategic resources. Ultimately the Board, the State officials and others will be confident.

It is a work in process. The Council is not going to get it right the first time. Never let the perfect be the enemy of the good. There will be mistakes, and there will be risks. The incremental process is vitally important.
Terms of Appointment: President will meet with groups to discuss this. Continuity and opportunity are important. There will be natural turnover in some groups. A body of accumulated knowledge needs to be maintained and passed on.

Planning: Five year strategic plan is over and that is a good thing for this Council. Don’t want planning to get ahead of this group. The Council needs to think about the Strategic Plan. The classic Strategic Plan becomes everything to everyone and does not serve its purpose as motivating institutional change and priority setting. A richer, dynamic plan is needed. The Council needs to set goals and objectives for the institution based on rich data and input, and ask are we making progress? Is it the right goal? If not, discard it.

Dynamic Plan Process: greater flexibility and autonomy. Look at some overarching goals and how they fit. The core is the Academic Plan, which provides a very solid framework. It reflects the best thinking of faculty/students. The Academic Plan can serve as the central focus for the Council’s work and serve as what others look to support.

The Council must think through how to start crafting planning and budgeting on the campus. Evaluate and assess in light of goals and objectives. This group will take the lead. It will be fairly participatory. How do you want to proceed? What process do you want to use?

This is not the group to develop a full blown strategic plan with priorities and strategies. This group can look at the Academic Plan and Strategic Initiatives in other areas. It will be very effective to obtain the strategic plan for each non-academic division. The President reported that each of the divisions should be building strategic initiatives that support the Academic Affairs Strategic plan, and these Divisional initiatives will flow up to the Council.

The last Strategic Plan had success. Various divisions spent a lot of time in how to align their plan with Academic Affairs. There is no reason to start over. Building on this is an efficient way to get to new University priorities. We do not want to lose University wide priorities, i.e. Diversity – must coalesce into the institutional process. Take the divisional work – what should that look like as a University plan? A lot of good work we can use already exists.

Develop a set of priorities that the University will tackle in the next twenty-four (24) to thirty-six (36) months.

URI needs to grapple with the big issues. It is time for URI to make dramatic changes in goals, objectives, etc. Maintaining the status quo is not going to serve students, faculty or the state.
What about emergencies? Last minute changes in state funding? Crises?

Need to stay connected with the actual work. This Council will be called together when these things occur; however, they should not be involved in the details. Mid Year budget corrections will be a part of what this Council does.

An overall principle could be that there will be reallocation within a division to handle emergencies.

At what level do you frame your recommendation? Critical to the Strategic Plan, big budget decisions, analysis. Not necessary to identify specific departments if the overall is to recommend the hiring of X number of faculty. There needs to be a higher level of questions and recommendations. My experience is it is a fairly high level budget recommendation. Leave it to senior management to implement.

What kind of investment to improve core curriculum? Magnitude? Over X years? Tenure Track Faculty? The Council’s responsibility will be to get to part of the outcome, then it becomes the role of others to implement. They will do that and return to SBPC to update them.

The Council will assess outcomes of priorities.

There have been ongoing questions about the role of the JSPC. No clear decision yet. The input the President received was that it wasn’t really doing much that was valuable. What might the JSPC do? Some thoughts from this group would be useful. The Council may want to delegate to this group in their planning process. The Council will accept responsibility for the overall strategic objectives and planning of the institution. How to make use of various existing elements like JSPC is a question the Council must ask itself. What kinds of committees/organization need to exist to support the work of the Council? What should their charges be? Decisions will be made with the input from various committees. The Council was encouraged to do this as soon as possible.

Many of the things done in the past will be examined in light of the SBPC.

Part of your work will be to ask where to make investments from revenue generated funds and from reallocation strategies.

Where should investments be made based on where we are headed as a global University?

- Be more innovative in graduate and undergraduate education?
- Teach differently?
- What would an undergraduate curriculum look like with fewer classes and more credit hours?
- With more research?
Get undergraduates out of the classroom. Alternatives to traditional learning might be: experiential learning, learning in museums and natural settings, etc. – make this the hallmark kind of education we provide.
Better use of technology
Create a 24/7 learning environment for students
Different roles for faculty – not solely measured by the number of hours in a classroom
A less relevant measure of faculty is courses taught

What kind of investment must be made to attain the goals?

President Dooley indicated that he will share his ideas first with this Council in order that the Council will have a chance to start reflecting on it.

If URI is serious about growing the graduate research program, investments must be considered. For example, to grow graduate research education, this will also need to be a goal of each dean and of the URI Foundation.

Focus on what is the greatest impact you can have.

President Dooley indicated that he would be happy to meet with the Council; but, it is better if he does this at a minimum.

President Dooley asked the Council not to underestimate what he was asking them to do.

President Dooley thanked the group for their willingness to take this big step in transforming the institution.

4) JSPC comments from the Council members:
   a) Dialogue with the Faculty Senate has begun about this committee.
   b) There has been discussion that it could morph into a Joint Academic Council, which would take hold of Academic Plans, assessing services, failures, etc. This is consistent with what the Senate Executive Committee discussed.
   c) Over the years, the JSPC was most productive when it did what it was supposed to do – developed strategic priorities and the investments were reflected in the budget

5) Chair DeHayes provided a draft of the Budget Principles that will serve to guide the Council's work. The draft is a starting point for discussion.
6) Discussion ensued about data and metrics that might be used as a tool for the group.
   a) Chair DeHayes suggested that the Council invite Dean Libutti, Vice Provost of Enrollment
      Management, to make a presentation relative to information concerning enrollment trends,
      quality of students that are being recruited, student aid, etc. It was noted that URI is trying to
      raise the bar on quality. In the past, attempting to increase revenue has led to unhealthy results.
   b) Chair DeHayes noted that at this time, the applicant pool related to diversity is larger than ever;
      the out of state undergraduate pool is up 25%; the graduate pool is up more than 40%.
   c) Chair DeHayes reported that research awards are also up.
   d) Chair DeHayes suggested that the Council creates a context for our institution relative to how
      we compare to others - metrics (i.e. IPEDS, Delta Project)
   e) Vice Chair Weygand reported that in addition to the use of metrics, the group should also be
      working in terms of desired outcomes.

7) The Chair reported that a goal of the institution is to raise the quality of students enrolling.
   a) An undesired side-effect of trying to increase revenue by way of enrollment in the past was a
      decrease in the quality of students which leads to a decrease in retention.

8) Discussion ensued about the best method of sharing information and data.
   a) Linda Barrett reported the pro's and con's of using Sakai versus Web. (See Attached)
      i) It was determined that the website was the best option especially given the desire to ensure
         external inclusion.
         (1) The link for SBPC website would stand-alone and be visible at a high-level on the
             University's website. The site would reinforce the existing University brand and
             University Advancement personnel will assist as needed.
         (2) The SBPC website will include all information pertaining to the Council such as meeting
             agendas, approved meeting minutes, data used by the Council in decision making,
             handouts, presentations, etc. This would ensure the transparency of the process to the
             community.
   b) Discussion ensued about the use of audio and video for the Council’s meetings.
      i) The use of audio/video as a medium could relate to transparency; however, it was noted
         that a camera changes how people behave and react. There may be special circumstances
         that may warrant using audio/video as a method of communication.
   c) Meeting dates/times/locations will be posted to the community to foster involvement and
      transparency.
   d) Discussion ensued about the possibility of use of technology (i.e. WebEx, GoToMeeting, Skype)
      as a method for Council meetings.
i) Chair DeHayes noted that meeting venues would have to accommodate the technology required in order to utilize these methods. The current venue (Thomson Board Room) was not properly equipped.

9) Presentation Material
   a) Every attempt will be made to provide this material two days in advance of the meeting.

10) Request Strategic Plans from other divisions (see requested information section below)
   a) It was noted that this should be done soon.
   b) The process cannot work unless there is a clear process and plan within all the divisions. These are in process. The Academic Plan is the center and all other plans will support the Academic Plan. The independence and autonomy of those divisions must be recognized.
   c) Vice President Dougan indicated that a plan for Student Affairs was in the draft stage.
   d) Vice President Weygand indicated that the vision and strategy may change in his division based on what this council is doing.
   e) Chair DeHayes noted that the Council has much to do and should allow the divisions to proceed from where they are now and complete their strategic plans. The council will circle back to discuss this item.

11) One Time Funding in Current Year
   a) Chair DeHayes mentioned the possibility of the Provost funding some classroom technology upgrades and the Administration division funding some classroom furniture.
   b) It is important to provide our faculty with these tools.

12) Schedule for Future Meetings
   a) Discussion ensued about setting a regular schedule for the Council to convene.
      i) The Council agreed that a time that best suited the faculty was a priority given class schedules.
      ii) The Council decided to plan to meet every-other week on Wednesday mornings.
      iii) Chair DeHayes reported that this Council meeting should alternate with the Council of Dean's Meetings.
      iv) The calendar was set forth by the Council as follows to accommodate specific calendar conflicts:
          (1) Monday, March 8th *
          (2) Wednesday, March 24th *
          (3) Monday, April 5th *
          (4) Monday, April 26th *
          (5) Wednesday, May 6*
          (6) Wednesday, May 19*
(7) Wednesday, June 2*
(8) Post Spring Session dates to be determined.

*Time and place to be announced

**Requested Information:**

1. Strategic Plans from other divisions.

**Required Action:**

1. Review of Budget Principles by the Council for discussion and changes at the next meeting.

**Next Meeting Date:**

Monday, March 8, 2010 - time and place to be announced.

**Next Meeting Agenda:**

1. Approval of Minutes from February 24, 2010 Meeting
2. Discussion/Revision of Budget Principles
3. Remaining agenda items TBD

Minutes as amended and approved at the March 8, 2010 SBPC Meeting

Notes by: Cheryl Hinkson, Associate Director Budget and Financial Planning 2/24/10