Members/Staff in Attendance:

Don DeHayes, Robert Weygand, Peter Alfonso, Robert Beagle, Faye Boudreaux-Bartels, Winnie Brownell, Trish Casey, David Coates, Steven D'Hondt, Tom Dougan, Cheryl Foster, Jeff Johnson, Ron Jordan, Ken Kermes, Glen Kerkian, Patricia Morokoff, Stephen Swallow, Ann Morrissey, and Linda Barrett

Members Absent:

Abu Bakr, Thorr Bjorn, Jack Szczepanski, Raymond Wright

Meeting Minutes:

1. Meeting was called to order at 8:05 by Council Chair Don DeHayes. Chair DeHayes called for a correction to item 4e of the May 5, 2010 minutes with the following words of clarification to be added. “The above (4e) was amended at the June 8, 2010 meeting to read as follows: There is a state law that forbids state funds to be used to support Auxiliaries. The Auxiliaries pay indirect cost to Fund 100 for services received from Fund 100. The indirect cost covers operation and maintenance expenses such as security, landscape, snow removal, etc and services provided by general and administrative offices such as Payroll. There is a formula that determines the rates that get charged to the Auxiliaries.” A motion was made to approve the correction, seconded, and passed.

2. Chair DeHayes prefaced the Divisional Presentations with an opening statement. He pointed out that URI is breaking new ground for which there is no recipe, and he asked for patience. He stated that when packaging the FY12 budget, this council should try to avoid going into too much detail. The Council is to represent what will be in the best interest of URI. This is a zero sum game...what one receives the other division might lose. This is the challenge of this council. The role of the Council is to establish categories of priorities; thus, the amount of new dollars that will be projected is not needed at this time. The biggest value of the process can be achieved with several sets of eyes, innovative thinking, and different approaches.

3. Immediate transparency was discussed.
   a. Chair DeHayes asked that The Council get the process started, they see it first and then it is made public with any inaccuracies corrected, thus only accurate information will be available to the community.
   b. Information, with any factual corrections, will be posted to the SBPC website as soon as possible after each meeting.
Presentations:

1. Research and Economic Development-Peter Alfonso
   a. Vice President Peter Alfonso gave the presentation for the division of Research and Economic Development. The presentation will be made available to the SBPC website. His presentation included the following:
      - Overhead dollars provide a significant amount of support to URI.
      - From 1996-2006, the university saw only a 29% increase in overhead. Overhead dollars have improved over the past three years with the establishment of this new division.
      - The division is trying to distribute the overhead to where it does the most good, i.e. the faculty.
      - The Research foundation is self-sustaining and does not receive any funding from URI.
      - The division requests that the unrestricted budget remain level funded in FY12.
      - The division requests new funding for Fund 110 (Overhead). The need for more FTE’s has risen due to increased workload and government compliance.
   b. Discussion ensued relative to the presentation.
      i. VP Alfonso stated URI can improve research and overhead; even without state support for the category of operating expenditures. Overhead dollars have improved; the division is providing better service and there is good research collaboration between faculty and staff. Research is becoming more independent from the state all over the country.
      ii. Chair DeHayes stated that it is a misnomer to say that the state doesn’t support research and it is important that the council is clear on this. One example is the state’s support of buildings.
      iii. FY 2008 expenses exceeded revenue since it was a down year. Research is a business
      iv. Vice Chair Weygand pointed out that URI’s tuition and fees are high compared to our peers. URI needs to exercise caution when allocating State Appropriation to fund research.
      v. Sponsored Projects Administration (SPA) is a reflection of overhead dollars being reinvested; research dollars support research.
      vi. Relative to a question on a lack of entrepreneurial attitude and its development on campus; there have been vacancies in this area. Research and Economic Development is making progress by changing the culture about intellectual property. Research support relative to entrepreneurial development in non-traditional departments is reflected by the Assistant Vice President’s communications with the Deans relative to intellectual property as it relates to all departments. There is no relation between intellectual property and specific departments.
2. Academic Affairs- Donald DeHayes:
   a. Provost Donald DeHayes gave the presentation for Academic Affairs in two parts: Academic Affairs and Student Aid.
      - URI is at a crossroads.
      - URI cannot survive on state appropriation, which has been reduced about 50% since 2003, and it cannot survive from revenue of in-state students.
      - URI’s out of state tuition is higher than it should be.
      - Instrategic investment, every dollar has a purpose and URI needs to increase value for our students and faculty. He presented the division’s goals to meet this criteria... See Presentation.
      - It is important to address the issues that are relevant in the 21st century and that quality is maintained through good students and faculty.
      - The importance of investments in the future was stressed.
      - URI needs to grow full time faculty, leverage lecturers, and enhance global opportunities for students.
      - Financial aid is the driver of URI revenue. In FY11, URI could not put together a package for the better student that yielded that student.
      - The university is the biggest support for students in RI; not the state.
      - The Provost is requesting a $10 million increase in Student Aid for FY12
      - The financial aid model is not sustainable and URI needs to focus on other sources of aid, i.e. private.
   b. Discussion ensued relative to the presentation.
      i. Provost DeHayes remarked that tenure track is the highest in a decade. Lecturers play an important role and can offer a pathway to development and a place in the department.
      ii. Vice Chair Weygand remarked that tenure track in freshman area may improve the value but it will increase the cost.
      iii. It is not uncommon that lecturers act as advisors. All tenure track is not affordable and fulltime lecturers would be here full time.
      iv. The process for filling positions vacated by retirements was discussed several times.
      v. Provost DeHayes responded that the goal is to reinvest the dollars freed up from retirements strategically. This may not always be in the same department.
      vi. Tenure track retirement data was requested.
      vii. During the last two years the state cut $25Million in state appropriation thus the need to be more strategic.
      viii. URI has the need for quality courses at all levels. The Provost stated that this can be done by doing business differently and making changes.
      ix. The Provost will be looking at everything, including the enhancement of international opportunities. He agreed that bringing in visiting faculty was a good idea.
x. An observation was made that it is good to focus on quality however people equate expense with quality. By being selective, will this translate to fewer students?

xi. Provost DeHayes agreed, i.e. this year we drew a line and didn’t accept below that line. He would like to be at 70% selectivity...will raise the bar.

xii. The request for new faculty lines have not yet been assigned. The handouts that were distributed are inaccurate and will be corrected.

xiii. The Centennial scholarship program will not be diluted and the $10 million being requested is to make financial aid more sustainable.

xiv. The pay for TA’s vs per course lecturers was noted.

xv. Return on Investment relative to student aid is not clear when relative to upper level students.

xvi. Vice Chair Weygand referred to Table 1, of the presentation on Financial Aid. URI accepts needy students but it costs a lot of money and we need to accept this fact.

xvii. It was suggested that we need to make our situation a strength for URI.

xviii. Vice Chari Weygand replied that these are policy decisions with financial implications.

xix. Provost DeHayes commented that everything we do has to be a thoughtful choice.

xx. Dean Winnie Brownell asked that if these are new positions, can we count on retirement positions being replaced.

xxi. Provost DeHayes reiterated that retirements will be strategically assigned.


   a. Vice President Robert Beagle gave the presentation for the division of University Advancement.

       • VP Beagle defined the purpose of this division. It advances the university through its many stakeholders. The division keeps the stakeholders informed and instills pride and enthusiasm in URI. In return, the stakeholders will advocate for URI.

       • Nineteen (19) years ago 50% of the alumni lived in RI and the focus was on the alumni. Today more than 50% the alumni live outside of RI and the focus on stakeholders has expanded regionally, nationally and globally.

       • All communications are target focused. University Advancement relies heavily on electronic communication; thus, the request for a new media position.

       • Many constituents still prefer hard copies; Advancement must segment and adapt to their audience. VP Beagle requested an additional Information position to improve and maintain the database. They have a 95% accuracy rate with alumni and other stakeholder but maintaining and upgrading the current
system is a challenge. Others in the university use the same database, i.e. Athletics, Sigma Chi.

- The URI brand is helping to develop interest in URI. The brand is becoming known and received in the state and business community. Brand is a five (5) year plan adopted by all constituencies at URI. University Advancement is requesting an additional $50k to refresh the brand and $140K for web developers. The funding is for a perception study so that URI can find out more about itself and measure the branding campaign.

- University Advancement will be live-streaming major URI events. They will also be working with Academic Affairs to target parents of student. The goal is to get more parents at functions and this will help with yield and retention.

- University Advancement has many partnerships and collaborations. i.e. Academic Affairs, Admissions, Career Services. VP Beagle mentioned that universities everywhere are expanding their advancement divisions.

b. Discussion ensued relative to the presentation.

i. University Advancement is funded from the general revenue budget.

ii. University Advancement plans to create a revenue generating operation. Departments would pay University Advancement for services they now receive from outside vendors.

iii. It is not uncommon for Foundations to provide considerable funding. They also receive dollars from alumni to provide marketing services.

iv. What is the percent of the new positions and support funding requested as it relates to the University Advancement budget?

v. Vice President Beagle responded that the annual increase in his budget is about 2 ½ to 3%.

vi. A request was made to provide the Council with FY11 divisional budgets. Chair Dehayes agreed and indicated that fringe benefits would be included.

vii. A request was made to provide the Council with an analysis of alumni donations.

viii. Comments were made as follows: the database is the best reinvestment for the university; URI should be benchmarking other universities for useful information; in addition to the students, alumni need support; achieving economies of scale by combining publications; organizations should work together to see if they meet each other’s needs; support for web designers to create a more serviceable website; look at integration across the divisions and perhaps save money.

ix. Vice President Beagle indicated that it is more cost effective to centralize marketing and advertising.

x. R Beagle replied that if organizations are to work together, it does work but needs to be phased in and needs a staff to deliver.
xi. P Alfonso commented that he needed additional staff for the research magazine but it was late.

Meeting adjourned at 11:30 am

Following the meeting, SBPC Council members requested the following information from Ann Morrissey:
Organizational Chart
FTE Position Data

**Information Requested:**
Calendars to schedule late August/early September
emails be sent to the members when information can be made public
Tenure track retirement data
FY11 divisional budgets
Analysis of alumni donations

**Next Meeting Date:**
June 16, 2010 from 9:00am to 12:00 in the Galanti Lounge, 3rd Floor, University Library