Minutes  
University of Rhode Island  
Strategic Budget and Planning Council  
Tuesday, June 11, 2019, 1:00pm-4:30pm  
Ballentine Hall, Thomson Boardroom

Members in Attendance:  
Don DeHayes (Chair), Abigail Rider (Vice Chair), Samuel Adams, Linda Barrett, David Bergeron, Faye Boudreaux-Bartels, Thorr Bjorn, Kathy Collins, Tracey Dalton, Gitahi Gititi, Hillary Leonard, Ann Morrissey, Brian Quilliam, Adam Quinlan, Ellen Reynolds, Jen Riley, Peter Snyder, Kim Stack, Barbara Wolfe

Members Absent:  Nick Constant, Nick Marotta

Guests:  President Dooley, Mary Grace Almandrez, Racine Amos, Tracey Angell, Stephen Baker, Christine Boettger, Patricia Casey, Margarida Da Graca, Corinne Kulesh, Daniel Moos, Victor Omoayo, Joanna Ravello, Penny Rosenthal

See the complete list of member information at the Strategic Budget and Planning Council website at: http://www.uri.edu/budget/sbpc.html

Reminder: Council members who are unable to attend all divisional presentations (June 11th & 12th) will not be able to participate in the voting for divisional presentations

1. Announcements  
   ➢ Council meeting tonight  
   ➢ Evaluate the proposals against the strategic academic plan and the benefits  
   ➢ Total of 9 proposals

2. Approval of May 22, 2019 Minutes  
   ➢ Approved as submitted

3. FY2021 Presentation: President’s Division (1:00 pm) presented by David M. Dooley, President  
   ➢ President Dooley: Penny and Mary Grace will handle the presentation for the President’s area; in the case of the Women’s Center may not be in President’s division next year; proposals meet critical needs of institution in areas of student and campus life  
   ➢ Penny and Racine: provided a history of the center; DOJ grant funded four staff in 2003; three of those staff positions exist today; important for student survivors to have trusted advisors; only 2 Violence Prevention & Advocacy Services (VPAS) positions in residential program and 1 on-call; supports students who experienced sexual violence; expanding funding indicates URI cares and reduces liability and risk; women who live in the center support the program; helps to improve campus culture and helps to intervene on harassment; main issue is not about avoiding lawsuits or headlines; retaining students who have experienced violence; help with
their academic and non-academic experience; human need and response necessary that institutions have obligation to foster development of students; conduit to healing

- Mary Grace thanked President Dooley for the FY19 and FY20 graduate assistant and presented CED priorities; external review is helping us, inclusive excellence, National Association of Diversity Officers in Higher Education (NADOHE) has 16 standards for shaping diversity on campus
- Joanna: Currently there is an interim reporting structure relative to CED; Why a Graduate Assistant now? How to apply what they are learning; fiscally responsible; scholar practitioner work from a Graduate Assistant is exceptional and the caliber of the work and papers produced; this is possible here and can be an immediate impact; build institutional capacity; opportunity for outreach to undergraduate and graduate students; need staff to meet that demand;

4. FY2021 Presentation: President’s Division (1:15pm) critique presented by Ellen Reynolds, Jen Riley, and Nick Marotta (Nick not in attendance, out of state)

- Ellen spoke to the Assistant Coordinator and operating budget; not a new budget, currently in a different fund; DOJ originally supported 4 students; it is a 365 day 24 hour a day service that is required; unsustainable for 1 person to do this work; importance of a co-share; Fund 100 salary and fringe accounts for 97% of the Fund 100 budget; impacts enrollment, yield if not addressed; Women’s Center 101 draws revenue from room and board and these funds are used for campus wide operating expenses; UMass has 4; UCONN has 2; UNH has 1; but 5 other non-certified staff; University of Maine 3 with Graduate Assistants and University of Vermont has 4; This is a Title IX requirement which indicates a need for this staffing but does not indicate the number of staff required; are there other grants available? Possibility; but, probably will not fund us if we have not continued to maintain what they provided us originally; no time to look for grants; other staff on campus; not a lot of folks to pull from; numbers of students to serve with increase
- Jen: Graduate Assistant for CED; out of state tuition and fees and stipend; team asked for organizational chart, current budget, updated evaluation of CED, benchmarking data and impact of proposal if not going to move forward; URI stands out among peers having a Graduate Assistant; doing practice and theory together on campus to benefit the campus; advance Graduate Assistant career and moving goals of CED forward at same time; this is a straightforward request with no drawbacks

5. FY2021 Presentation: President’s Division: Council Discussion 30 minutes

- How does room and board rates at the Womens Center compare to other URI undergraduate room and board rates? They are about $1,000 less. Normally the funds are to be used for upkeep of the building; there was a substantial amount ~$700K-$800K at one point; Kathy mentioned it will soon be ~$300K in that account.
- Graduate Assistant – skill set? Recruit new students to institution? College Student Personnel (CSP) program requires a project; work around social justice knowledge; working knowledge and experience with social justice initiatives; must be nimble; able to talk about hard issues; able to be flexible and work with a team; Graduate Assistant would come from CSP; are there additional funds for a transition? Have addressed this in creative ways; question about one time only (OTO) funds? Would you buy a computer each year? $2,500 is OTO; professional development of $2,500
is ongoing (faculty receives $200 per year); does President Dooley have a priority between his two proposals? President Dooley did not; cannot afford to not invest in both; reluctant to pick one of the 2 essential items; the sum of them is modest

➢ Institutional diversity offices look different across the nation; could be a compliance office; average is 3-4 FTEs; if dealing with compliance, not appropriate to have a current student; looking at project based learning experiences; function is helpful to look at benchmark; Integrated Postsecondary Education Data System (IPEDS) is organized around functions; there was an Assistant Director, Women’s Center position and that person now works in Athletics; their position is funded and counted in the CED Office, Keith L. has been leading training for bystander intervention with Greeks and athletes; (Assistant Director, CED and bystander intervention)

➢ On call funding recently approved – can this be merged? Case manager position in the Dean of Students; after hours on-call service; licensed psychologist will be contacted and follow up with a visit to on campus Psychologist; share campus resources and triage;

6. FY2021 Presentation: Student Affairs (2:00 pm) presented by Kathy Collins, Vice Present

➢ Strategic new position; joint presentation from Academic Affairs (later it was clarified that this was not an official joint proposal from Academic Affairs) and Student Affairs; unique opportunity to focus in on first generation students; do not have staff dedicated on their persistence, etc. Corinne K. from Enrollment Management; Margarida D. from Talent Development program; how continue to serve and leverage the first generation experience; National Association of International Educators (NAFSA) have centered on how to connect with institutions; best practices; navigate how to best support these students through graduation; assessing is key; United States Department of Education 33% of higher education today are first to attend college; graduation rates 20% obtain college degrees 10 years after high school sophomore year; what are institutions doing in our area? how to change culture at different levels

➢ Corrine K.: provided URI statistics: over 1000 new students each year are first gen; we do not have a lot of conversation on campus about first gen; they need more support; TD model would be triplicating the number of advisors; augmenting the financial aid budget;

➢ Margarida D.: thinking intersectionally what does it look like to support a first gen student; it is powerful to see yourself in others; hopefully to do that thru the new Coordinator position; how do we get more students to say “me too”?

7. FY2021 Presentation: Student Affairs (2:15 pm) critique presented by Samuel Adams, Hillary Leonard, and Nick Constant (Nick was not in attendance)

➢ Goal of increased retention rates and decreasing time to degree

➢ Dedicated capacity to support this program

➢ Supporting basic programming students

➢ 2/3rds of students who are first gen (1/3rd of URI students) are RI’ers

➢ Need different supports

➢ TD program may overlap a small population of this program

➢ Some other students access TD services since they are not available otherwise
➢ Access to new additional students; advancing metrics to increase performance, retention and graduation which also has financial benefits
➢ Addresses a need of a big subset of students
➢ Some data is not necessarily comparable; e.g. CCRI and RIC have different missions so they are more involved with first generation
➢ Study of distinctions in other schools is appropriate
➢ If it will be difficult to increase by 1% do we want to do this?
➢ It is technically not a joint proposal from Student Affairs and Academic Affairs; just from Student Affairs
➢ Helpful if we knew how would affect academics, athletics
➢ If person needed to coordinate existing resources, then who are they coordinating if everyone else is maxed out?
➢ Like to see more grant opportunities explored. UVM and UConn have grant programs thru McNair and Trio; seems like a perfect partnership with Academic Affairs and would align with benchmarking data presented

8. FY2021 Presentation: Student Affairs: Council Discussion 30 minutes
➢ ~3,000 students not TD – one position for 3,000 students seems challenging
➢ Campus cultural shifts
➢ Working across faculty, students, and staff creating mentoring programs; (hidden curriculum is idea that the language and expectations of what it takes to be successful as a college student is not as clear to everyone);
➢ Faculty workshops, etc
➢ U Virginia is recruiting first gens with the info that they have the services for these students
➢ URI does better with first gen students; we talk about things to unpack the curriculum; is there something else we need to twist? Do not count on federal support? Universal design may be what we should think about vs a specific program
➢ Taught and followed TD students for 20 years; much is lost when students get lost because of lack of advising and support and time to degree impacts them; if TD could move more efficiently – there is a need to invest more staff in TD and in faculty; places to go after class; safe places; faculty and staff opportunities for social opportunities; what are the new initiatives going to do to help this situation?
➢ Creating student organizations; literature shows if more opportunities on campus outside of the classroom, opportunity and welcome space; opening up those opportunities so folks can understand the nuances;
➢ Harder to reach this population; this position is like a person on an island; $20K should go to the students;
➢ Similar strategy like CED; training; help all of us to do this good work;
➢ There are touch points in various departments like Career Services;
➢ Transition involves anxiety; students who come in with a label, they do now want to go seek advice; must consider how do we help the process along? TD students will pay more attention to their advisors and not access other resources
➢ Concerned about faculty having time; would help to engage faculty in a creative way
➢ Seems a lot for one person; like the universal model
➢ Messaging, marketing
➢ Person who will tie together all the existing units on campus
➢ Have you thought about this possible increase but to an overall decrease in enrollment
➢ First gen non traditional ages may return to school
➢ 44 million people in US have college credit and no degree
➢ Hopefully get more specific if we go forward; specific examples like a 2 week session; if start small, pick one of them to start with; at the recommendation of this group, university made an investment in academic advisors; that group ought to be part of this; for student in TD they have a TD and another advisor;

9. FY2021 Presentation: Administration & Finance (3:00 pm) presented by Abigail Rider, Vice President
➢ eProcurement Software; $1M purchasing authority for 5 years
➢ Install a system so state can have access to our purchasing data
➢ Public Safety – safety is never mentioned in the Strategic Plan; I view it as basic;
➢ Training proposal is compliance and it is strategic and reduces risk
➢ Joint proposal from Purchasing and Accounts Payable
➢ Approved last year for $126,000 for a purchasing system; in light of delegated authority; looked at the state system (vendor A) separate demo from vendor and learned it would not be useful; request to increase by $144,000 for licensing and one time implementation costs; middle range of proposals we received; state system is not used in any higher education system in the US;
➢ Trish explained the manual AP process 8 FTE’s enter these into a system; pure workflow with new system; 10,000 invoices all hand entered into the system; 1,000 invoices for research;
➢ Tracey explained the time consuming paper purchasing process; benchmarks
➢ Potential benefits of soft and hard savings, reduction of paperwork;
➢ Trish – currently using a consultant; looking at $2M savings per year; additional use of PCards and taking advantage of supplier rebates; now with our paper system, we cannot get WBMason invoices processed within 10 days; system pays for itself within a year; improved end user efficiencies;
➢ Sam Adams: emergency warning communication proposal; expand our current system, we have the minimum requirements now; ability to reach full audience and same with response stakeholders; facilities, housing, dining, water main break at Fine Arts, we can only reach those who sign up; half dozen system must be activated separately, all dialog, desktop identification, campus phone system becomes a notification system, improves efficiency, no staff involved; capitalizing on existing, peers – most of it is a OTO request, recurring cost is small; it is possible to do without the speakers
➢ Dan Moos – university wide training; primary need is to build a centralized system across the campus; reducing administrative load; training platform (could be LMS) that acts as a platform across campus; have silo training now; will have outside vendors maintain the content; continuously updated content by outside vendor; have 50 mandatory training requirements; eh&S provides training to 2000, athletics 650 fac and staff, etc. reliance on inhouse; want to rely on outside vendor, want to coordinate, single place for employees to see what they need for training; identified co-share; primary collective goals
10. FY2021 Presentation: Administration & Finance (3:15 pm) critique presented by Brian Quilliam, Tracy Dalton, and Barbara Wolfe
   ➢ Consultant report not yet finalized; aligns with goal 5 of Strategic Academic Plan; allows us to align better with our competitors (other higher education institutions, not state agencies); widespread across the campus so benefit is across campus; UConn has been on an 8 year process, just finishing, UDel started in 2010; UNH went with a similar system because they are responsible for 4 campuses; lot of benefits are elimination of manual; improving bid process; allowing purchasing staff to focus on more strategic; is a cost of doing business; adds another software system; extensive training needs; could benefit many across the campus
   ➢ Tracy Dalton: three components related to public safety; upgrade to existing, software component, and outdoor speaker system. Public institutions were used for benchmarking data; could continue using existing system, emails, could eliminate outdoor speaker system; potential for other sources of funds; potential benefits – allow us to follow best practices, increase reach. Potential limitations: safety and security are essential and cost of doing business at a university; speaker system appears to be for Kingston only; does bring together divisions across campus
   ➢ Barbara – joint proposal from 3 divisions; $97K is a recurring cost; is strategic and cost of doing business; many of our peer institutions are struggling with what to do; one option is to continue as now; see alternative funds; do have $15,500 being contributed by Administration and Finance, could the other 2 divisions contribute? Ensure compatibility with new LMS. Centralized training, 24/7 access on line, convenient for end users, enhance completion rates; electronic database, interconnected vendors can provide… savings of .5FTE and maybe more across the campus; training needs not identified; annual fund for content and platform subscriptions, if not fully integrated can be a problem for the end user

11. FY2021 Presentation: Administration & Finance: Council Discussion 30 minutes
   ➢ Intent is to use LMS acquired (Bright Space), Dan spoke with Bright Space and discussed all their products – we would need to find an interface with the HR system; LMS cost is based on numbers (is there a unit cost in the contract? # is 18,000 right now so have some headroom). Have we ever looked at the Peoplesoft (PS) modules? PS component Training and Administration is far from stellar.
   ➢ OTO great job showing savings, so why not a OTO and then pay with it from the savings? Consultant onboard now and some efficiencies, how much could be gained? Abbi fully anticipates having 2-year bridge money
   ➢ For training not clear what will happen to e.g. bystander training position
   ➢ Instead of focusing on what they do not can focus on the future, etc.
   ➢ Savings would relate to personnel; important question; data entry won’t happen so will there by savings? Abbi: it will permit those resources to do other things
   ➢ We talk a lot about efficiency, yet we do not talk about what we are disinvesting. We don’t use OTO funds efficiently.
   ➢ There is a problem in Administration; if you looked at headcount over last 10 years, academic side has grown and administrative side has decreased

Note: Per SBPC principles, reallocation should be considered first for all proposals

SBPC Presentation Process:
15 minutes allotted for division head
Standard PowerPoint slide (created by BFPO) summarizing budget info
15 minutes allotted for team (drawn randomly from SBPC members (excluding VP’s))
Team provides an objective analysis of the request and specifically addresses the following:
- Benchmark Data
- Concerns and/or outstanding questions
- Alternative Suggestions for funding strategies
- Suggestions for creating cross-divisional efficiencies
30 Minutes for questions and discussion

The randomly selected teams for the FY2021 Strategic Initiative Requests:

a. President’s Division – Ellen Reynolds, Jen Riley, Nick Marotta
b. Student Affairs – Samuel Adams, Hillary Leonard, Nick Constant
c. Administration & Finance - Brian Quilliam, Tracey Dalton, Barbara Wolfe
d. Athletics - Faye Boudreaux-Bartels, Kimberly Stack
e. Academic Affairs – Gitahi Gititi, Adam Quinlan, David Bergeron
f. Provost/Information Technology - No Proposals being submitted
g. Research & Economic Development – No Proposals being submitted

UPCOMING MEETINGS:
June 12, 2019, 1:00pm-4:30pm, Memorial Union, Atrium 2 (Divisional Presentations)
June 18, 2019, 1:00pm-4:30pm, Ballentine Hall, Thomson Boardroom (Identification of top proposals and final recommendations completed)

Meeting Adjourned at 4:12 pm
Minutes Submitted by: Lisa Fiorio and Linda Barrett, Budget & Financial Planning