Minutes
University of Rhode Island
Strategic Budget and Planning Council
Monday, March 25th, 11:00am-12:30pm
Memorial Union, Atrium 2

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, Hillary Leonard, Ann Morrissey, Brian Quilliam, Ellen Reynolds, Jen Riley, Kim Stack,

Members Absent: Nick Constant, Gitahi Gititi, Adam Quinlan, Peter Snyder, Adriana Wilding, Barbara Wolfe

Guests: Christine Boettger, Ryan Carrillo, Dulcie Ilgenfritz,

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
   - Joint budget hearing is scheduled on April 10, 2019 for House and Senate; House Finance Committee met recently about the RI Promise program; people deftly avoided answering the good questions;
   - Waiting to see what the final state appropriation will be; most damaging to URI is the RI Promise to RIC and CCRI and the funding for an adult program at CCRI
   - Governor’s funding for us is really a $1.2M annual increase; may be stated as a larger number due to a reduction in FY2019 state appropriation; did seek separate funding for URIOnline Programs; Governor recommended $1.8M; this can be a new revenue stream; high school students and international students are declining; adult learner model is also shrinking somewhat due to the good economy
   - Other concern is the level of overreach by offices of Governor, Commissioner in day to day operations, which is unprecedented; reflects lack of understanding of what URI has accomplished; many of it relates to the Internship program; unintended consequences for URI
   - Started alternative revenue stream conversation
   - Interviews starting tomorrow for Assistant Vice President for Facilities

2. Approval of February 25, 2019 minutes (copy attached)
   - Approved with minor changes

3. Proposed Timeline and Recommendations for Divisional Request to SBPC
   - Some proposals did not address reallocation, benchmarks, often Team working with Vice President asked questions after submission, the rest of the Council was not aware of the questions or responses; we can frontload the process, but, there are concerns, if you have a Team working with Vice President for six-seven months, could be bias; should there be more time for those with more than one proposal; wanted impact if proposal not funded; issue of compliance; any contractual/legal/safety issues? Impact to other divisions not addressed; what had been done with previous funding allocated;
   - Proposing different schedule to address some of these questions
   - Kim referred to the 1.15.19 draft of Proposed Timeline and Recommendations for Divisional Requests to SBPC
   - Thinking of alternate ways of minimizing bias
Idea after the previous meeting was Teams in April would switch proposals
Vice Chair: implies that the Vice Presidents have not received feedback; introduces a note of inefficiency in the process; think instruction to the Team would address this
Cumbersome to switch gears
Should be a good proposal when it gets here
Quality control of the proposal is part of the Team evaluation
Chair: Initial Team should not be working with the Vice President to make it a better proposal; don’t know if we want to go down that road; Vice Presidents should not feel lobbied by a review group
Vice Chair: Set parameters and ensure Team members are educated
Chair: Benchmarking item – are we suggesting each proposal would have a unique benchmark?
All Vice Presidents would suggest benchmarks; Council would decide which ones to use; therefore, to maintain some consistency; Vice Presidents could add other benchmarks
Could there ever be a proposal without a benchmark?
May not be readily available applicable data
Could call other schools; but, may not get comparable data
Chair: need a new Learning Management System; will have a significant cost; could benchmark other institutions as they all have one; price is based on student FTE; need one meeting attributes of our community; could be true for any software system; case as to why we need a new one is fair;
Could justify why no benchmarks, if none, could be explained in the proposal
Vice Chair: we do not have a subscription in a group that benchmarks; quality of the benchmark is important;
Shifting of one review team to another?
Vice Chair: small cultural change proposal; instead of writing more rules, let’s hold each other accountable; if we feel presentations cross the line, let’s say so
Seems like Teams have an in-depth, full committee evaluates every proposal; some Teams did more due diligence than others;
Feels like could be over-review
Team stays primary, follows it through, secondary Team reviews and adds what might have been missed; Council is really second set of eyes
Advisory council and two primary readers; know who the readers will be; don’t know that it diminishes the review
Chair: improvements in revised proposed process; hold off on the March step about Teams and adopt the rest of it
Council in agreement with following changes to proposed process:
- Add to October: and reminder to Teams about their role
- Add to December: insert word data after benchmark institutions in the first sentence
- Remove from March: section on subcommittees

4. InfoReady System
   - Software being used by Research Office, for Champlin Foundation Proposals
   - Met with Karen M. and Sanjay M., unfortunately, there is not an opportunity to use it for the SBPC process

5. Online Revenue Stream
   - Last year there was a request for Proposals (RFP) from the Office of the Postsecondary Commissioner to select a third party to deliver online for the public higher education system
   - URI was in process of ramping up our online program
   - Shrinking population of high school students in most states, particularly in the northeast
   - 120,000 adults in RI with college credits have no degree
Working with faculty for program ideas
Accessed Hanover Research for market analysis
Governor invited URI to write a proposal
Is an upfront investment and if successful it will become a revenue stream to the general fund; part of the revenue will go back to the program;
Working with joint committee on distance and online learning
Late getting in the game
Still a residential campus
Strategically defined program market
  - Professional graduate program
  - Post-Baccalaureate Certification
  - Degree completion programs (e.g. from a community college)
Governor’s recommended budget includes $1.8M
Worked with Deans who worked with their faculty
  - Health Care, Master of Environmental Science and Management (allow for international recruitment); Business Analytics, Data Science; conversations with local businesses; Graduate School of Oceanography is looking at Master of Oceanography, the Coast Guard could be a market; targeting very specific degrees, employability, Communications, Health Studies, Public Relations, Criminology, and Criminal Justice
  - Can build four or five 25-seat programs that can contribute to the revenue stream
  - Creation of infrastructure is very important
Thoughtful programs on line is what other schools have not done, they did not differentiate
We will have a challenge in the future due to RI Promise at RIC and CCRI and Adult Program at CCRI
Lost momentum and a few months discussing with RIC and CCRI

6. Budget Reduction Principles
  - We must continue to deliver the quality education
  - Have eliminated under-enrolled programs
  - Change minimize across the board to not allowing across the board (requires discipline)
  - Number of places where we need to improve compliance with regulatory mandates; cannot lose sight of deferred compliance; should that be off the top?
  - Do not delay or eliminate new initiatives as a first cut
  - Takes five-six years to get revenue from online
  - Not just eliminate programs
  - Risk assessment; distinguish between required and desirable
  - Many post-award dollars on overhead and had constrained overhead
  - Must be deliberate and ensure something may be bridge but not permanent

12:40 pm adjourn
Minutes Submitted by: Linda Barrett & Lisa Fiorio, Budget & Financial Planning
UPCOMING MEETINGS:
The following SBPC meeting is from 11:00am – 12:30pm:

Wednesday, May 22, 2019 (Location: Thomson Boardroom)

The following are SBPC Divisional Presentation Meetings:

Tuesday, June 11, 2019 (Location: Thomson Boardroom) from 1:00-4:30pm
Wednesday, June 12, 2019 (Location: Memorial Union, Atrium 2) from 1:00-4:30pm
Tuesday, June 18, 2019 (Location: Thomson Boardroom) from 1:00-4:30pm

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<thead>
<tr>
<th>Division Head</th>
<th>Team</th>
<th>Discussion</th>
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<tbody>
<tr>
<td>President’s Div.</td>
<td>June 11, 2019</td>
<td>1:00PM 1:15PM 1:30-2:00PM</td>
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<tr>
<td>Student Affairs</td>
<td>June 11, 2019</td>
<td>2:00PM 2:15PM 2:30-3:00PM</td>
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<td>Admin. &amp; Finance</td>
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The SBPC meeting to identify top proposals and determine the **final recommendations to the President** is from 1:00-4:30pm, Tuesday, June 18, 2019 in the Thomson Boardroom