Minutes
University of Rhode Island
Strategic Budget and Planning Council
Thursday, November 15, 2018 11:00-12:30pm
Conference Room 028
Fogarty Hall

Members in Attendance:
Don DeHayes (Chair), Abigail Rider (Vice Chair), Samuel Adams, David Bergeron, Faye Boudreaux-Bartels, Kathy Collins, Gitahi Gititi, Hillary Leonard, Ann Morrissey, Brian Quilliam, Adam Quinlan, Peter Snyder, Kim Stack, Adriana Wilding, Barbara Wolfe

Members Absent: Linda Barrett, Thorr Bjorn, Nick Constant, Tracey Dalton, Ellen Reynolds, Jen Riley

Guests: Christine Boettger, Ryan Carrillo, Jayne Pelletier, Vern Wyman

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
   - Welcome to continuing and new members; introductions by all; a large number of new members; voluntary invitation for new members to meet with Linda and Ann regarding the budget process. Important to leave division/departmental hat at the door; as a Council member, we are seeking your holistic perspectives and best judgement on behalf of the institution as a whole; we bring to the table the best and right investments through multiple lenses; the SBPC Council has done extraordinary work with emerging set of recommendations to the President, and he has been supportive and endorsed those recommendations, which have been included in the budget Request submissions; each year, the President reports back to us regarding the status of the Council’s recommendations
   - Chair welcomed the new council members and recognized the outgoing members. The new members are:
     - **Jeannette Riley**, Dean, College of Arts & Sciences
     - **Brian Quilliam**, Associate Dean, College of Health Sciences
     - **Tracey Dalton**, Professor/Department Chair, Marine Affairs
     - **Gitahi Gititi**, Professor, College of Arts & Sciences
     - **Hillary Leonard**, Chair, Faculty Senate and Associate Professor, College of Business
     - **Nick Constant**, President, Graduate Student Association
   - The Association of Public and Land Grant Institutions (APLU) –a 250 member institution which consists of all public institutions; URI is one of five finalists for a national award in degree completion; very pleased that we were recognized in this area

2. FY2020 Budget Request New Initiatives
   - Presented by: President David M. Dooley
   - President provided the following contextual introduction. The Strategic Budget and Planning Council was created in 2010 by President Dooley to engage the campus; the Council has been extremely successful in engaging the campus; has played a strategic
role in budget planning and financial decisions; broad range of involvement with faculty, staff, students and members of the community; their work and the willingness of new members to join is appreciated; Important to make decisions based on data rich information with careful analysis broadly based to reach the best decisions for financial allocations amongst various components; Council has been successful in two important ways; the first creates culture amongst members thinking institutionally; the second is making decisions at the end of the day in best interest of the institution; developing a set of processes and analyze new initiatives and then prioritize them; the final decision rests with the President; however, the analysis is a compelling report which is data rich and we use that as a basis to consult with the senior leadership team;

- Presentation by President David M. Dooley
- Informs the Council by returning each year to explain disposition of recommendations made to the President; highlight strategic initiatives; the five high priority initiatives are expanding graduate teaching assistants; enhancing student wellness, institutional research, purchasing, and NCAA compliance;
- It is a low year with strategic initiatives due to the past large strategically funded initiatives (GTA’s and faculty positions spread over the past few years); each of the five initiatives receiving top recommendations from the SBPC are strategically important to the institution and will drive institutional change in a positive way;
- Graduate teaching - will expand by fifty over the next five years and will align URI closer to peer schools, if we don’t this, it will bring negative consequences; enrollments have been growing and we identify areas of allocating resources; how GTA’s are assigned; guidelines for allocation; better use of existing resources and enhance graduate education at the same time; will pursue over the next several years;
- Student wellness – will expect a variety of proposals over the next few years, demand on staff and facilities regarding counseling will only grow by double digit percentages; we need to reflect that in the way we handle responses to needs of students; we need to expand counselors and hours; provide resources and spaces and also personnel which is the first step of several in this area
- Purchasing authority – improving efficiencies to reallocate resources in teaching and research; decision by the state to delegate up to one million dollars; significant improvement over time; will require to make investments into the system and in personnel; this will create a lot of efficiencies down the road; fully vested in our own hands
- Institutional Research Investments – have become a data driven institution; how to allocate resources; have appropriate resources to generate; with institutional research investments have to make staffing adjustments in order to support the decision making
- NCAA Compliance – Important to play defense as opposed to offense; much more recognized in tournaments; get more attention because playing on different stages; climate around compliance has changed tremendously; compliance will report to the President; best practices; the Director provides all new compliance rules; it is an increasingly complex world every year and will continue to grow in complexity; more legal issues; it is a different era when dealing with recruiting and with the oversight; sports betting; possible for students to make bets on anything; betting scenarios are worrisome; anyone over eighteen (18) can wager online; how we monitor and train athletes is very important; we needed to increase staff in compliance; we may need to do more and continue to assess
One time strategic initiatives sometimes consist of a multiyear strategy; ran an operating surplus every year which allows us to make one time strategic initiatives; cannot use for base funding adjustments, they are not permanent additions to the budget; our multiyear plan to build contingency fund now has $+22 million; Hurricane Katrina cost was $200 million to rebuild; should have at least six months of operating budget in the bank, however, it is a big improvement from where we started; every year, when possible, we increase the contingency fund.

Chair reminded members that all the work of this council is public; asks that the dialog is from members of the council; minutes are posted and available to everyone; items that President Dooley just listed will be funded in July 2019; proposals from this summer will be reflected in the July 2020 budget; always working a year or two ahead and sometimes proposals are spread out through multiple years.

Next meeting will discuss reallocation and the guiding principles; one of our principles is that reallocation is the first option; discussion around reallocation strategies and reporting back on eight-nine years of what we have invested in with a summary to the council.

3. Approval of Minutes
   June 12, 2018
   June 13, 2018
   June 19, 2018
   Approved as presented

4. Update on new Facilities Committee (announced by President at April 24, 2018 meeting)
   Presented by: Abigail Rider
   - Have developed a different approach with the review committee to report back on how committee is structured; the first meeting was already held; the facilities committee is charged with reviewing capital expenditures to provide a uniform process for capital projects to get budget approval; schedule and approach;
   - Will need to come back to the facilities committee only if there is an overrun on original budget or scope changes; will have tracking progress and make recommendations to President Dooley for large capital projects; the Vice Presidents with the Provost are on this committee, Faye as well; this is a comprehensive group of people who are representing various stakeholders;
   - Projects that go on the Capital Improvement Plan (CIP) are projects $1 million and up will recommend to President Dooley whether they go on CIP or not; this gives us a chance to look at all projects and project our financial position; Moody’s and Standard will not let us issue any more revenue bonds currently for our rating; how can we prevent creating an operating deficit? How do we account differently and look at other controls?
   - The Facilities Committee is staffed by Vern & Ryan with heavy time commitment; approval processes can be long and cumbersome; committee members meet biweekly so projects can move forward; try to shorten times to get things completed; it takes two years before a shovel is put into the ground; is better customer service for all of us; the next meeting is November 30, 2018; will try to meet frequently
   - Question was asked about student representation. Abbi agreed to add a student to committee if one was available to meet during committee times.
3. FY2019 Allocation Update; FY2020 Budget Request Highlights by Abigail Rider

- **Chair:** Linda Barrett usually presents Budget Request highlights; 2.8% in-state tuition and 2.5% out-of-state tuition, 9.6% state appropriation request; the Council voted and approved the request for tuition; cannot be overridden by the governor or state legislature; will find out in January when Governor presents the budget publically; If budget cuts become necessary, we don’t typically look to new strategic initiatives to make those cuts.

- **Vice Chair:** Total FY2019 Budget $800.3 million, unrestricted is fund 100 and restricted must be spent in particular ways, such as, auxiliaries, RICAP, enterprises, etc. state appropriation for bond debt service; funding for new dock for research vessel; will not have to pay debt service on those bonds – unrestricted state looks at state appropriation is only about 10% of unrestricted budget; there are many more sources of funding; Overhead revenue increases greatly, which is a testament of what is going on in research, 967 research awards; faculty at work which is exciting; good sign for the university – concept of overhead – grant with direct cost of personnel, facilities and administration are real costs of inst/money does come to cover those costs, startup, accounting, etc.

- Projection for FY2020 will exceed and will turn into overhead next year and the year after; RICAP funds Asset protection 7.4, Fine arts 6.4, biology research lab 3.1

- Fine arts funding strategy, this committee drafted some language regarding the strategy how to fund; the state has financial limits on how much they can support; general obligation bond to finance campus; working closely with the office of management and budget because we need to renovate fine arts; does qualify for RICAP funds; can demonstrate if we start the renovation sooner; there will be and escalation of costs; the state agreed and understands that the first phase makes sense to do in this way even though there are other competing demands on general education bonds

- Unrestricted budget – Existing projects, utility infrastructure, repaving, hardscape & landscape $3.8m total RIHEBC bonds (paid for university revenues/auxiliaries revenue or with education general revenue)

- FY2020 request – $833.0 million increase in unrestricted budget – note asking state for $9.6 million for increase in salaries due to contracts and salary negotiations; $80 million (not large portion of budget) and total budget of university is $800 million

Chair: those interested can go through budget orientation;

- Need to enhance communication with student population; President Dooley and Kathy Collins can meet with the student senate with communication process; brings a great deal of value to tuition and fees with more understanding to students; importance of why tuition increases, not many students understand why it’s happening

Chair: Extended invitation regarding orientation for four-five members from the student senate leadership;

4. Review of proposal processes during last year

- **Update from Subcommittee (Faye Boudreaux-Bartels and Kim Stack)**

  Chair: Spend some time reflecting on process that we use; come up with recommendations; Faye, Trish and Kim agreed in June to reflect on processes

  Discussion regarding organizing by month; how could we review the proposals in a timely way; a part of the process can be moved to the fall as well; issues discussed and institutional data was not compared to IPEDS data; should use the same institutions and
this can be done in the fall; want to understand the entire process, therefore, consider reallocation first (Kim put together a schedule); Linda put together how divisional budget is reviewed; October meeting will create those subcommittees; In November will begin to meet with Vice Presidents; develop a set of questions consistently asking; IPEDS data consistencies

- Chair: IPEDS is one source of data, however, there may be other kinds of data; (relevant benchmark data) and should make the case of why the data is relevant
- Was mentioned that some questions do not pertain to IPEDS data; Vice Chair: site lines benchmark data; what kind of information/data can be brought to the table; Vice Presidents also talk about funding in the past, identify the five benchmark institutions; next meeting subcommittees can come back and say these are five benchmark institutions and look at the commonality; which will bring more validity
- Vice Chair: should have the Vice Presidents also pick an aspirational institution; which institutions are doing the best possible job on that particular area; who is succeeding?
- Chair: Is there any value in saying the New England Land Grants are our peers? Similar missions, same region, and are state funded; depending on emphasis and what you are looking at; athletics looks at one in their conference
- Focus on an aspirational institution and why it was chosen; is there something in common? Specific to our mission? Historically institutions did identify seven New England Land Grant institutions and aspirants; institutional peers and relevant peers
- Sometimes Vice Presidents do not use benchmarks; benchmarks are posted on an annual basis
- Discussed frontloading in the fall;
- Chair: Comparison of institutional concepts; try to look at public schools that are tuition dependent and Vice Chair agreed that should be part of the discussion
- Chair: In the South, economies are so different; different higher education; built-in regional component that needs to be there; need those commonalities
- Vice Presidents do not know their budgets until March which is due to the budget cycle; focusing on why these proposals are not funded; what are the likely negative implications; Could be funded across divisions? Reallocation?
- Vice Chair: In February Capital Improvement Plan project is made; Capital Improvement Plan will be presented to this committee usually in March, specifically late March; the facilities committee needs to review and comment; March or April deadline for proposals to be submitted; In April subcommittees will keep a list of questions that they ask the Vice Presidents, so that the rest of the committee can be aware of their concerns ahead of time; an additional investment for Vice President to address those issues in their PowerPoint presentations; Also, in April should have small group time; one thing that happened in past year, projects were bundled; three or four moving parts can generate savings; could mean slightly fewer projects, opportunities to combine this with other projects
- Vice Chair: Is it ok to present bundled projects?
- Chair: If related and financially acceptable, unless functionally related, committee can look at separate pieces; should discuss funding
- Regarding the remainder of the process, should share a list of questions; Do we have different subcommittees for each proposal? Difficult to do with this plan, we have struggled with that in the past
- Chair: with regards to the review committee, this may be a significant burden
NEXT AGENDA ITEM: Do we have different subcommittees for each proposal? Council wants to maintain transparency
Possibility of cross divisional proposal; our goal was to try to frontload as much as possible to the fall semester; could keep the process to focus on the benchmark data and reallocation in the fall; in the spring should focus on reviewing the proposals

12:34pm adjourn
Minutes Submitted by: Lisa Fiorio, Budget & Financial Planning