

State of Rhode Island and Providence Plantations
Council on Postsecondary Education
OFFICE OF THE POSTSECONDARY COMMISSIONER
560 Jefferson Boulevard Suite 100
Warwick, Rhode Island 02886-1304

Enclosure 7b3.
January 13, 2016

Barbara S. Cottam
Chair

To: Council on Postsecondary Education

**Council on Elementary and
Secondary Education**

From: Commissioner Jim Purcell, Ed.D.

Date: January 5, 2016

Daniel P. McConaghy
Chair

RE: Director, Capital Planning and Real Estate Development

Amy Beretta, Esq.

Background:

Colleen A. Callahan, Ed.D.

At this time, there is an elevated level of demand upon the Office of the Assistant Vice President at URI, particularly with regard to capital funding, special projects, financing, and procurement authorizations at the Council on Postsecondary Education, State Department of Administration, and at the Executive/Legislative levels with an outlook that the scale and intensity of these activities will continue for the years to come.

Karin Forbes

Jo Eva Gaines

Marta V. Martinez

Lawrence Purtill

Joyce L. Stevos, Ph.D.

This new position capitalizes on the qualifications and demonstrated versatile technical capability of the current Assistant Director of Campus Planning and Design, and places that individual in a higher level role, within the Assistant Vice President's Office. The new Director will work collaboratively with each of the University's Divisions facilitating the integration of high-level divisional strategic plans with the short and long-term physical aspects of the University's Campuses, ultimately reflected in the Institution's Master Plans. As the result of these additional responsibilities the University is requesting the upgrade of the current Assistant Director Campus Planning and Design to the new position of Director for Capital Planning and Real Estate Development, reporting to the Assistant Vice President for Business Services.

**Council on Postsecondary
Education**

William Foulkes
Chair

Michael Bernstein

Dennis Duffy, Esq.

The Honorable Thomas Izzo

As a result of that review process, the System Personnel Review Committee is recommending that the Council approves the following:

Judy Ouellette

Kerry I. Rafanelli, Esq.

John J. Smith, Jr.

As a result of that review process, the System Personnel Review Committee is recommending that the Council approves the following:

Dr. Jeffery A. Williams

Motion:

THAT the Council on Postsecondary Education approves the following System Personnel Review Committee's recommendation.

THE
UNIVERSITY
OF RHODE ISLAND
DIVISION OF
ADMINISTRATION
AND FINANCE



BUSINESS SERVICES
210 Flagg Road, Suite 208, Kingston, RI 02881 USA p: 401.874.2501 f: 401.874.5959 uri.edu/businessservices

TO: Anne Marie Coleman, Assistant Vice President for Human Resources
Laura Kenerson, Director Personnel Services

FROM: J. Vernon Wyman, Assistant Vice President for Business Services

DATE: January 4, 2016

**SUBJECT: PROPOSED POSITION UPGRADES IN BUSINESS SERVICES IN
SUPPORT OF EXPANDED RESPONSIBILITIES FOR CAPITAL
DEVELOPMENT AND FINANCE AND ADMINISTRATION**

As the Assistant Vice President for Business Services, I am responsible for planning, execution, management, and oversight of a broad array of departmental units that are, in turn, responsible for the land, buildings, and infrastructure that serve the University enterprise, as well as procurement and support services. In addition, the Office of the Assistant Vice President has direct fiduciary responsibility for budget development, commitment, and expenditure of all sources of capital funding, the process of securing revenue bond financing, the planning and execution of special development projects, real estate transactions, and contract commitments. The University's Risk Management program is also managed through a direct report in the Office. This is an extensive range and scale of management responsibilities that have built up over time and are presently carried out with an arguably lean staffing complement.

At this time, there is an elevated level of demand upon the Office of the Assistant Vice President, particularly with regard to capital funding, special projects, financing, and procurement authorizations at the Council on Postsecondary Education, State Department of Administration, and at the Executive/Legislative levels with an outlook that the scale and intensity of these activities will continue for the years to come.

In response to this condition and the Institutional expectations for progressive, accurate, and timely management oversight, responses to questions, and presentations to both internal University and external State-level constituencies, I am recommending two key changes in positions and a reorganizational move within Business Services. I am confident in the need for these personnel changes and have received encouragement and support from the Vice President for Administration and Finance to pursue approvals to put them into effect at this time.

Upgrade the current Senior Business Analyst in Business Services to the position of Director Finance and Administration for Business Services:

In order to support the strategic initiatives of Business Services and the Division, this position now provides strategic oversight and management over all Business Services department budgets and personnel transactions, including all university-wide funding allocations for insurance, utilities, building rentals, debt service, and asset protection. Responsible for the distribution and reallocation of available funding resources amongst all Business Services departments, as well as providing administrative oversight over all personnel transactions, providing key strategic staffing reallocations to maintain a lean yet efficient and effective organizational structure. With positions numbering over 300 FTE's, Business Services has ranked second only to Academic Affairs' Arts & Sciences College, or the Auxiliary departments as a whole, with regard to the scale of this responsibility.

Recent organizational changes within this office and in the Office of Capital Projects also resulted in this position taking on the direct supervisory role of two other positions last year, the Manager of Reconciliation that previously reported directly to me, and a Fiscal Management Officer. Although these positions have since been reassigned as part of further organizational consolidation resulting from the direct actions of the Senior Business Analyst's implementation of these strategic allocations, this position will continue to provide direct supervision over other administrative and fiscal staff positions that are assigned to this office, such as the part-time Fiscal Clerk position that replaced the Fiscal Management Officer position referenced above.

The Director position will exercise oversight of capital funding source and use of funds transactions, at the budgetary, the purchase order commitment, and the expenditure processing levels for the Capital Improvement Program (CIP) projects. This position is responsible for the financial oversight of all capital projects funding, regardless of funding source, as well as for the financial reconciliation between the University's financial system and the state's RIFANS system for all State and Revenue bond and RICAP proceeds. In this capacity, this position serves as an essential higher-level oversight of budget and transactional capital projects activity for professional services, construction, and related activity originating from the Office of Capital Projects, Facility Services (for Asset Protection) and the Campus Planning and Design Office. This prior year also saw the implementation of a new authorization process that now requires this position to approve all internal capital project funding, regardless of originating University department, such as from Housing & Residential Life and other Auxiliaries and Enterprises as well.

The Director position will also provide support to revenue bonding authorizations and continual monitoring, including development of and tracking of debt service obligations arising from the CIP.

Although there are other comparable titles at the University, this position has responsibilities substantially beyond those with similar titles, including financial and administrative oversight for over \$55M in annual university-wide operating budgets managed under Business Services, and all capital projects funding, which has averaged over \$65M in expenditure activity annually. With the implementation of the new internal capital project funding authorization process mentioned above, that responsibility is expected to grow to over \$75M annually. At the present time, the authorized budgetary total of active Capital Improvement Program projects totals approximately \$360,000, with additional bond authorizations being pursued during the 2016 Legislative Session.

The current Senior Business Analyst meets or exceeds the qualification and experience requirements of this position. Not only has the current Senior Business Analyst taken many of these increased responsibilities while in this position, she also has over 8 years of experience as a Budget Specialist II & III while employed in the University's Budget & Financial Planning office, and was employed by the Federal Government for over 10 years as a Financial Manager for a Department of Defense program that exceeded \$85M annually. In all, she has over 30 years of financial, accounting, management, budget, project management, and risk assessment experience.

I recommend an upgrade from Grade 12 to Grade 14 and equitable placement within grade in recognition of the breadth and scale of the professional responsibilities reflected in the Director job description tailored to Business Services.

Upgrade the current Assistant Director Campus Planning and Design to the new position of Director for Capital Planning and Real Estate Development, reporting to the Assistant Vice President for Business Services:

This new position capitalizes on the qualifications and demonstrated versatile technical capability of the current Assistant Director of Campus Planning and Design and places that individual in a higher level role, within the Assistant Vice President's Office. The new Director will work collaboratively with each of the University's Divisions facilitating the integration of high-level divisional strategic plans with the short and long-term physical aspects of the University's Campuses, ultimately reflected in the Institution's Master Plans. With involvement and input from the Directors within Business Services, he will lead the development and shaping of University capital project plans in relation to University strategic plans and their projected schedule and costs. The position will integrate these projects, authorized and active as well as

future requested projects into the University's Capital Improvement Program and manage the annual development and updating process. The position will interface with the University and State Procurement Offices to advance capital project-related authorizations and transactions, mindful of project schedule implications, and provide hands-on staff support to both space allocation and real estate transactions on behalf of the Assistant Vice President for Business Services.

A share of these activities has been carried out within the Campus Planning and Design Department (CP & D) in the past, master planning and space allocation for instance. This reorganizational move continues to involve that unit at a high level, while permitting the Director of CP&D to devote heightened attention to the design-side of an array of major projects that are engaging architectural and engineering contracts at this time, namely the College of Engineering Project, the White Horn Brook Apartment Project, the Gateway Welcome Center Project, the Bay Campus Master Plan Project for Capital Investment, as well as a pending Upper College Road Multi-use Development Project under a proposed public/private partnership model.

A newly hired, full-time Coordinator and a newly funded Project Manager I position in CP&D that is in the hiring process at this time will provide some offsetting support to the surge in design activity and will expressly expand capacity to support greater attention to the planning, design, and channeling of smaller scale renovation projects to Facility Services and Capital Projects for implementation, an investment receiving strong support from the University's Strategic Budget and Planning Council on behalf of many academic departments and programs.

The new Director position will serve as the lead management position in the Business Services Office in the absence of the Assistant Vice President, providing management direction and advice to the Departments reporting to the Assistant Vice President under such circumstances. The new position will also take on the provision of direction and oversight to the Executive Business Analyst and the Executive in Residence from the RI Department of Transportation. The position will also provide direction and oversight to the pending Business Analyst position in matters pertaining to the support of capital planning and real estate projects and approval processes

A particularly important role for the position is to fulfill the AVP's increasing need for interfacing and integrating physical planning and real estate commitments to the strategic plans in each of the Divisions, particularly the Divisions of Academic Affairs and Student Affairs and the development and implementation through good and timely process management. Further, the Director position will lead the oversight and delivery of the University's Capital Improvement Program, with associated high levels of interaction with the Postsecondary Education staff, State Budget Office, and the House and Senate Fiscal Staffs.

The position will also support the AVP and advance the planning, evaluation, and negotiation of real estate transactions related to the purchase and/or lease of land, buildings or space by the University and/or the sale or lease of land and building space by the University to third parties. This will require timely communication with legal counsel regarding contract development and negotiation in relation to intended business outcomes, as well as the condensation of information into transmittal documentation for University and State-level approvals. Following decisions and execution by the State Properties Committee, implementation support is required to ensure that the transactions are carried out in accordance with the terms and conditions of such business contracts.

Technical support to the SEDA (Space Enhancement Design Allocation) Committee and space allocation processes as well as the MPRT (Master Plan Review Team) encompassing all of the University's land, buildings (4.6 million square feet) and infrastructure will continue to be supported by the individual in this position reporting to the AVP.

The individual in this position will support the Assistant Vice President in the preparation of high-level plan development and presentations to Senior Leadership decision makers at the University and at the Postsecondary Council, at the Rhode Island Department of Administration, State Properties Committee, the Rhode Island Health and Education Building Corporation, and at State House public hearings. This work is critically important to the Institution's success in gaining approval for funding sources for capital investments.

In the immediate future, the University is undertaking "master plans" for the redevelopment and improvement of the Narragansett Bay Campus, for Kingston Campus roadway circulation, parking, and walkway systems and transportation strategies, for landscape preservation and enhancements, for a comprehensive building and infrastructure condition assessment, and soon for the update to the University's Kingston Campus Master Plan, which dates back to the year 2000 with most of its objectives achieved to the present date. The Director's role will be prominent during these major planning efforts

During the next year plus the AVP's Office will also have major responsibilities monitoring the advancement of the RI Nursing Education Center developer lease project and the furnishing, staffing, and operations support for the completion and occupancy of the space by the Rhode Island College and the University's Nursing Program and College. The position will be able to provide informed support to this unique and complex undertaking, drawing upon expertise from Capital Projects and Campus Planning and Design during this critical phase of this high-profile lease commitment project.

The University is positioned to benefit greatly from the capital planning and project activity underway and on the near-term horizon. Accountable and successful implementation and

continued momentum on this front is dependent upon having capable and attentive personnel in key positions to advance transactions and deploy the funding resources effectively. I am requesting that the Personnel Review Committee of the Council on Postsecondary Education consider and authorize the establishment of the position descriptions for the Director for Finance and Administration Business Services and the Director for Capital Development and Real Estate Business Services at the pay grades recommended. The present job descriptions of the personnel involved are included as attachments along with organizational charts reflecting the planned upgrades proposed. I am available to address any questions or clarifications that the Committee may require in their consideration of these important requests.

Cc: Christina L. Valentino

Enclosures

"New"

Class Code:.....0712
Position #: (NUNC).....
Developed by:.....
Reviewed by:.....
Approved by:.....
Modified on 12/7/15

UNIVERSITY OF RHODE ISLAND

Position Description

TITLE: Director, Capital Planning and Real-Estate Development
DIVISION: Administration and Finance
REPORTS TO: Assistant Vice President for Business Services
GRADE: 16
SUPERVISES: Professional and administrative support staff
BASIC FUNCTION:

Provide consultation, support, and guidance for a University-wide capital planning & real-estate development process that incorporates and addresses current and future academic, financial, and facilities planning efforts. Assist units in the development of strategic capital plans that align with the core academic and administrative goals. Provide consultation to the Assistant Vice President for Business Services and the Vice President of Administration and Finance, providing assistance and advice on University policy and capital asset related real property matters. Provide organizational leadership for the Office of Business Services and its interfaces with the units within other University Divisions and external constituents. Provide capital planning and organizational consultation for all University departments.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

Provide leadership and consultation in the development of the University's Master Plans for development on all University Campuses in addition to ongoing capital planning and real estate management and commitment processes that emphasizes collaboration and results in a strategic plan that will fulfill University wide goals and initiatives.

Analyze emerging capital real estate management trends globally, nationally and within the State to ensure that the University is responding to environmental changes that could impact the field of higher education and the University of Rhode Island.

Provide guidance and support across the different Divisions of the University in the development of a capital planning process and goals as related to the overall core academic & administrative plans.

Provide consultation to units in the development of their own capital plans, ensuring that these plans are aligned with the institution's goals.

Provide organizational leadership to Business Services, assisting in coordinating the office support work, and its interfaces with the units within Administration and Finance, the other Divisions, and external constituents.

Serve as a lead operative in advancing real property and building space transactions involving the surplusings, sale, acquisition, and lease of University/Council owned land, buildings, as well as land and buildings that may be purchased or leased by University entities, conducting research, securing appraisals, conducting business plan evaluations, and preparing the necessary documentation to seek approvals at the state level for such transactions, including those involving public/private partnerships.

Coordinate the integration of planning and evaluation information with the fiscal allocation process within Business Services, providing supervision and guidance to the Executive Business Analyst, the Executive in Residence from the R.I. Department of Transportation, and the pending Business Analyst in support of tasks associated with capital planning and real estate.

Facilitate, serve, and staff, as needed various university planning committees to ensure continuity and integration of capital planning efforts, including providing in-depth analysis of the capital plan to the University's Budgeting and Planning Council and the President's Senior Leadership Team.

Develop an integrated communication strategy for the dissemination of data, information and perspective regarding progress on capital planning, implementation and evaluation outcomes to the campus community and external constituencies.

Lead the development and implementation of a plan for evaluation of the effectiveness of capital plan integration toward the goals included in the Academic and unit plans, measuring progress toward both short- and long-term goals.

Provide annual updating, modifications, reporting, and presentation support for the University's Capital Plan, including both active and proposed projects, at all levels of the University, the Council on Postsecondary Education and State Government.

Confer with the Assistant Vice President for Business Services and the Vice President of Administration and Finance and provide assistance and advice on University policy and matters related to University real-estate and capital assets.

Undertake special projects as assigned and provide other general assistance to the Assistant Vice President for Business Services and the Vice President of Administration and Finance as needed.

OTHER DUTIES AND RESPONSIBILITIES:

Perform other duties as assigned.

LICENSES, TOOLS AND EQUIPMENT:

Personal computers and printers; word processing, database management and spreadsheet software.

ENVIRONMENTAL CONDITIONS:

This position is not substantially exposed to adverse environmental conditions.

QUALIFICATIONS:

Required: Bachelors of Science degree in Architecture or related field and ten years of experience in higher education administration and planning; broad experience and knowledge in a post-secondary environment; progressively responsible administrative experience in planning, organizational development, consulting and training, with progressive experience in fiscal and real estate transaction management; strong and flexible administrative and consultative skills; experience working with diverse populations; excellent writing, editing and verbal communication skills.

ALL REQUIREMENTS ARE SUBJECT TO POSSIBLE MODIFICATION TO REASONABLY ACCOMMODATE INDIVIDUALS WITH DISABILITIES.

"old"

Class Code:.....0117
Position #: (PSA) (E).....
Developed by:.....JWW
Reviewed by:.....LK, SG
Approved by:.....LK
Date:.....8/12

UNIVERSITY OF RHODE ISLAND
Position Description

TITLE: Assistant Director, Campus Planning & Design
DIVISION: Administration & Finance
REPORTS TO: Director of Campus Planning & Design
GRADE: 14
SUPERVISES: Professional, technical, and support staff; consultants and student employees

BASIC FUNCTION:

The position is principally responsible for the long range planning of URI's campus and facilities development, the integration of campus master planning with the institution's strategic plans, and the planning of space needs and the utilization to meet current and future requirements. The position is responsible for managing URI's annual Capital Improvements Plan submission to the Board of Governors. At times, work will also include the planning and conceptual design of new facilities and overseeing the design of capital improvements and minor renovations to existing facilities.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

Responsible for the preparation of the annual Capital Improvement Plan and capital budget renewal requests.

Responsible for proper use and allocation of space throughout campus and will oversee the planning efforts of the Higher Education Planner for Space and Facilities should that position be restored in the future.

Responsible to assist the Director with the development of the University Master Plan, including planning for public/private partnerships on leased university land.

Oversight of the University Landscape Architect in the development and management of exterior hardscape design standards and the planning of sidewalks, roads, public transportation infrastructure, utility routing, and general landscape planning.

Consult with appropriate university personnel on proposed architectural projects and develop preliminary scope of new projects. Prepare or oversee project programming and preliminary budget spreadsheets and schedules. Assist with URI and state agency approvals to initiate projects, including all funding approvals.

Assist the Director with project site selection recommendations and approvals from the appropriate university committees.

For new projects, as required, prepare *Request for Proposal* documents for outsourced architect/engineering services consultants and manage the selection process. Assist the University Architect with interviews and in making presentations to the State of Rhode Island A/E/C Services Selection Committee.

QUALIFICATIONS:

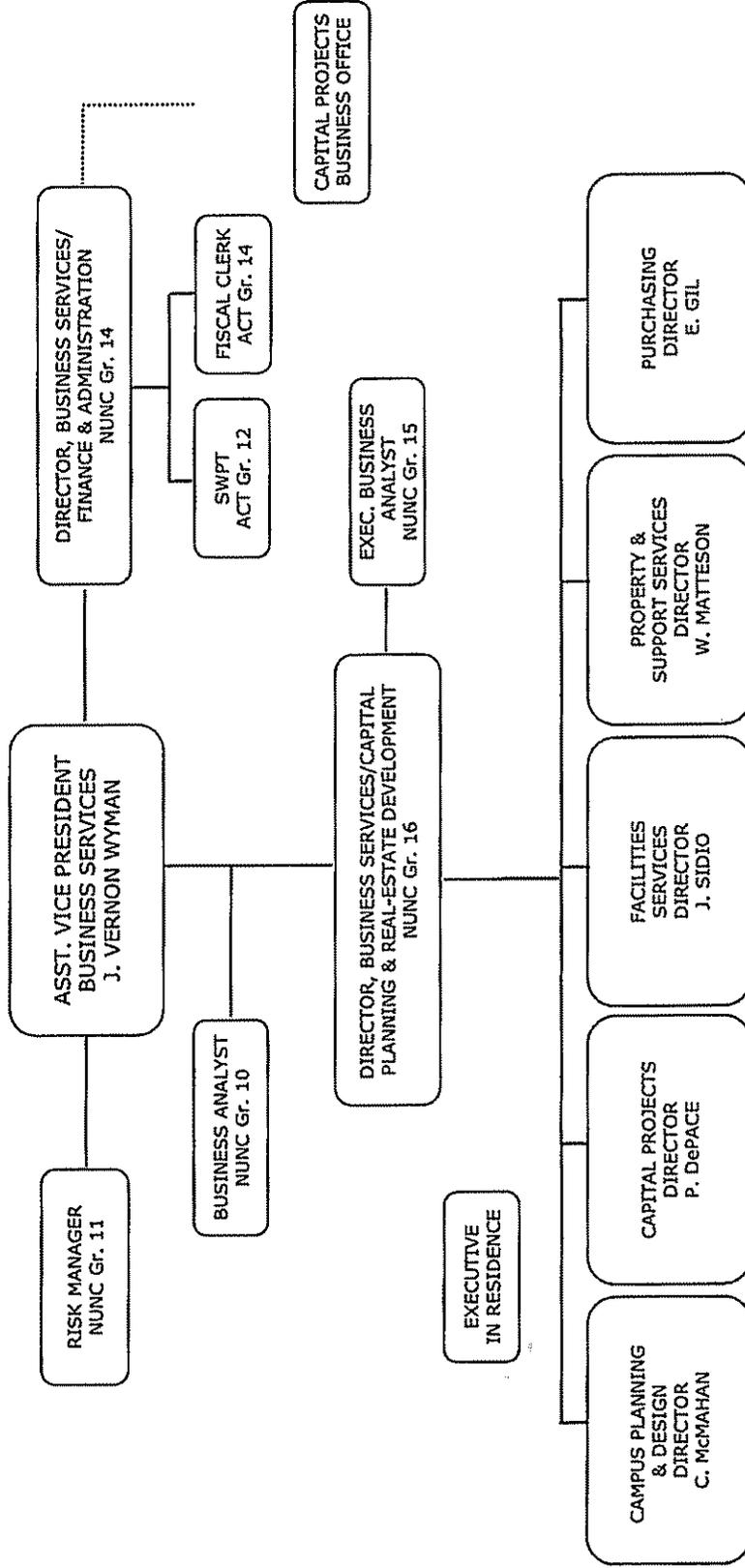
REQUIRED: Bachelor's degree from an accredited higher education institution with concentration in planning, architecture, or urban planning; minimum of seven years' experience in progressively responsible roles in architecture or construction management in an institution of higher education; demonstrated extensive knowledge of architectural design, engineering principles, and construction administration; demonstrated knowledge of construction materials, methods, and practices; demonstrated knowledge of state construction project procurement requirements; demonstrated management knowledge of AutoCAD® and other graphical software; demonstrated working knowledge of spreadsheet and scheduling software; demonstrated ability to communicate effectively, both orally and in writing; demonstrated strong interpersonal skills and ability to work successfully with diverse internal constituents, including faculty & administrators and also with a broad array of external consultants such as architects, engineers, and construction firms.

PREFERRED: Demonstrated project management experience with an Architectural/Planning design firm; university or public agency experience.

ALL REQUIREMENTS ARE SUBJECT TO POSSIBLE MODIFICATION TO REASONABLY ACCOMMODATE INDIVIDUALS WITH DISABILITIES.

Proposed
December 2015

University of Rhode Island
Division of Administration
Business Services



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THE
UNIVERSITY
OF RHODE ISLAND