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The University of Rhode Island

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MANAGEMENT LETTER 2005-2006

I. INTRODUCTION

The 2004-2005 Management Letter described in detail the University's progress, through the second year, toward the goals of the 2003-2006 Strategic Plan:

- I) Grow total enrollment by 1000 FTE undergraduate and graduate students (800 and 200 respectively) over the course of this plan.
- II) Increase institutional revenue and direct those revenues to a limited number of high quality programs and services.
- III) Focus the university's research and outreach programs toward assisting Rhode Island achieve its goals for a strong economy, a highly productive workforce and an involved citizenry.

Specifically, last year's report highlighted: a) increased total enrollment of undergraduates and graduates, with undergraduate enrollment surpassing second year targets, b) increased revenue from summer school, c) increased support to the university from private giving, endowments and foundation assets, d) increased external funding for basic and applied research, e) implementation of the new General Education program, f) continued progress on the next comprehensive capital campaign, including completion of a feasibility study, and g) completion of the new Alumni Center and relocation of the Division of University Advancement.

As the third year of the Plan comes to a conclusion, there are reasons for pride and reasons for disappointment. The list of achievements described above, with additional progress in the current year, is substantial. The chief disappointments come from our failure to improve retention and graduation rates and the failure of the State to support the University at the level projected (+4% in each of the three years). The two disappointments are tied together, as we have raised the cost of tuition and fees beyond our goals to compensate for the low level of funding by the State. Even with dramatic increases in institutionally funded need and merit based aid, we cannot keep up with increased costs to students. Simply stated, we must find creative ways to reduce the cost of attendance to our students and their families. In addition, our efforts to increase housing, achieve greater student contact with faculty advisors, enhance support for mentoring and academic support programs, and improve amenities such as parking should enable us to increase overall student satisfaction. In the end, however, I am convinced that we will not make more than marginal improvements in retention and graduation rates unless we can reduce the net cost of attending URI.

As I have said above, the University of Rhode Island, like state universities around the nation, continues to operate in an environment of declining state support for operations. On the other hand, we have been fortunate to receive generous support from the State of Rhode Island for our capital construction and infrastructure needs. A massive building and rebuilding program continues, and more is on the horizon. Having this strong, modern infrastructure is the basis for our ability to become more self-sufficient.

At the same time, we must continue to focus on utilizing our financial and human resources to maximize our revenues and minimize our expenses. Balancing our investment in programs that have strong student demand with those that accomplish our mission is an ongoing challenge.

Enrollment increases and associated revenue have allowed us to fund areas like new information technologies, as well as enabling us to support faculty and staff salary increases and higher health insurance costs. However, there are limits to this strategy, coming as it does with increased costs for financial aid and classroom instruction.

The two-year long process of developing the Academic Investment and Improvement Model (AIIM), a risk/benefit model, has been completed, and we now have a way to evaluate academic programs more systematically in terms of quality, financial costs and benefits. It took strong leadership from the Faculty Senate Executive Committee to make this a successful venture with broad support, and I am grateful to them for their good work.

Finally, as we become more dependent on self-generated revenue, we also need to become a more entrepreneurial enterprise. We have and will continue to work aggressively on developing policies and practices that allow us to be more agile and less bureaucratic. State legislative action as well as organizational realignment within the university, including our fundraising infrastructure, are among the initiatives that we recognized as high priorities for 2005-2006. Tangible progress has been achieved in our lobbying efforts to adopt more autonomous state purchasing policies. In addition, the passage of legislation that allows for the Board to set policies for purchases for research and outreach and for fund carryover is other important steps toward good practice and disciplined planning on all levels of the University.

Additionally, the university identified several initiatives to be pursued in 2005-2006 to complement the goals of the final year of the 2003-2006 Strategic Plan. These included among others:

1. Enhanced marketing strategies for Summer Session 2006.
2. Implementation of the AIIM model of program assessment and investment.
3. Revision of the university Mission Statement and development of the next three-year strategic plan.
4. Development of a Plan of Work for the next ten-year accreditation visit in 2007 by the New England Association of Schools and Colleges (NEASC).
5. Continuation of the capital campaign with a focus on the advance gift phase.
6. Completion of the residence hall renovation project-- keeping the new residence hall projects and the new dining hall project on schedule, as well as the new ambulance corps facility. In addition, we sought to complete the Independence Hall renovation and bring the building back on line for the fall of 2006.

In summary then, this Management Letter will attempt to wrap-up the 2003-2006 Strategic Plan and describe our overall progress on the goals of that plan. Also, we will highlight our progress on the initiatives outlined above. Finally, we will review the goals selected for the 2006-2009 strategic plan, "Steps Toward Transformation," as well as other initiatives in support of our broader mission and goals.

II. UNIVERSITY OF RHODE ISLAND 2005-2006 GOALS

Strategic Initiative I. Increase total enrollment, freshman retention rates and graduation rates.

The Goal: Grow total enrollment by 1000 FTE undergraduate and graduate students (800 and 200 respectively) over the course of this plan.

Total Enrollment

In FY03, the baseline for FTE undergraduate student enrollment was established at 9,892. Undergraduate student enrollment for FY06 was 10,914. Over the course of the strategic plan, FTE undergraduate enrollment has increased by 1,022 FTE, exceeding the strategic plan goal by 222 FTE. This includes pharmacy students, which are no longer considered undergraduates but rather “first professional degree” students in the IPED data.

Similarly, the baseline for FTE graduate students was established at 1,881 in FY03. FTE graduate student enrollment for the fall of FY06 stands at 1,963, an increase over the course of the plan of 82 FTE graduate students. However, this total increase falls short of the strategic plan target of 200 additional graduate students.

Overall, total enrollment grew by 1104 students over the course of the plan, surpassing the goal of 1000.

The critical metrics (*see Chart I*) of this goal include:

- A. Increase the size of each incoming freshman class to 2600 students.
- B. Increase transfer enrollment by 20% over the three-year period of this plan.
- C. Increase summer school enrollment by 10% per year over the course of this plan.
- D. Increase freshman retention to 83% by the end of this planning period.
- E. Increase enrollment of part-time, non-matriculating students by 25%.
- F. Increase graduation rates to 62% after six years, by the end of this planning period.

Metrics:

A. Increase the size of each incoming freshman class to 2600 students.

The most dramatic target achieved has been the increase in freshman enrollment. A goal of 2,600 freshman enrolled each year was exceeded in the first two years of the strategic plan. A total of 2,682 freshmen enrolled in FY04 and 2,705 freshmen enrolled in FY05. In FY06, however, we missed our goal and enrolled 2,491 new freshmen, an unwelcome surprise.

For the Fall of 2006 (FY07), a class of 2850 is anticipated following the summer melt, which we are estimating at 7% (this estimate exceeds the highest melt in the last decade which was 5.8% in fall of 2003). As we look at housing deposits and orientation enrollment, this number appears to be holding.

B. Increase transfer enrollment by 20% over the three-year period of this plan.

Transfer enrollment has increased from 592 in FY03 to 732 in FY06. This is an increase over the course of the strategic plan of 140 students. This represents a 24% increase, exceeding the goal of 20%. The university anticipated improvement in this metric with increased scholarship offers to eligible transfer students and improved on-campus housing opportunities. Given the initial size of the Fall 2005 freshman class, we were able to make housing generally available for FY 05-06 transfers and are able to continue that policy through careful housing management for the fall of 2006. The Joint Admissions Program (JAA) and other activities in Providence are being more aggressively pursued and should further impact this enrollment positively in the future. To date, however, the results have been disappointing.

C. Increase summer school enrollment by 10% per year over the course of this plan.

Summer enrollment (by credit hours) has increased from the FY04 (summer of 2003) baseline of 25,443 credit hours to 26,950 credit hours in FY06. This represents a total increase of 1,507 credits hours or 6%. There was a 10% increase in undergraduate enrollments but a 4% decrease in graduate enrollments. Although this increase has lagged behind established targets by 11%, summer school reorganization, on-line curriculum offerings and additional marketing efforts should yield additional gains in FY07.

For the summer of 2005, overall course offerings increased by 21%. The Budget Office pre-audit analysis of 11/29/05 showed a revenue target of \$4.6 million and actual revenue of \$4.5 million. Tuition revenue as of 1/31/06 indicated a 15% increase in the net contribution. Significant contributing factors in this include the doubling of web course enrollments during the summer of 2005. This produced a 16% increase in out-of-state undergraduate tuition revenue as a consequence of increased enrollments in summer online classes, which offset much of the loss in graduate tuition revenue.

D. Increase freshman retention to 83% by the end of this planning period.

After an initial modest 1% increase in freshman retention above the baseline of 80.3% in FY04, the rate decreased to 79.1% in FY05. The rate decreased in spite of the university's success in establishing freshman learning communities and several innovative programs established in University College to support first year students. The female out-of-state cohort experienced the greatest decline in retention, while in-state students and out-of-state men have experienced increases. In FY06, the freshman retention rate has again increased to 80.2%.

The university continues to aggressively pursue several additional strategies including new financial aid programs and college-based advising and retention initiatives. Learning communities are now the standard for all incoming students, arranged by major and including three to four courses that students share with a cohort of 20-25 other students. Fall 2006 is the first semester we will offer living learning communities for all undecided students, all students in the College of the Environment and Life Sciences, all Education majors, and many Psychology majors. These are complemented by our new "Rhodeways" program aimed at all undecided UC students who need additional help with finding a major that meets their needs. The online advising system has seen great success in its first year. Assistant and Associate Deans in all degree-granting colleges have been trained on the system, with the goal being to have all faculty advisors using the system this Fall semester. A final major retention initiative is in the area of academic support services. This includes new programs through the Academic Enhancement Center in supplemental instruction, programs in inter-cultural communication, and new aggressive interventions for students on probation and those whose dismissal from the university is waived. Our early alert programs are being well utilized, including PASS (for first year students in academic trouble) and our counseling services from faculty and staff and peer referrals. In the 2006-07 academic year, we will work more deliberately to improve academic advising in the degree-granting colleges.

E. Increase enrollment of part-time, non-matriculating students by 25%.

Part-time, non-matriculated student enrollment has increased over the course of the plan by 195 students. 1369 part-time, non-matriculating students enrolled in FY06. This represents an overall increase of 17% over the FY03 baseline of 1,174 students. This increase falls short of our overall goal of 25% increased enrollment over the course of the plan.

Non-matriculating students at the undergraduate and graduate levels declined about ten years ago. Availability of online courses and lower-cost alternatives at other institutions has contributed to the decreases. Substantially lower per course costs at nearby competitors (University of Massachusetts-Dartmouth and Eastern Connecticut State University) make it difficult to attract students from just over state borders. Only about 15% of non-matriculating

students come from outside of Rhode Island unlike matriculating students where the proportion is more balanced. We are expecting that courses such as the online biotechnology course in the final stages of planning with Dr. Albert Kausch will attract a wide variety of non-matriculated students from industry, high school students, K-12 teachers, and through sub-licensing, other universities. We also plan to allow students denied admission to take a limited number of courses in a non-matriculated status since any student whose credentials have never been reviewed may take a course as non-matriculated students.

F. Increase graduation rates to 62% after six years, by the end of this planning period.

The university established an aggressive goal of achieving a 62% graduation rate based on a six-year period from initial enrollment (the standard for IPEDS data). After maintaining the FY'03 baseline of 57.8% after the first year of the strategic plan (FY04), the six-year graduation rate declined to 56% in FY05. The graduation rate remained constant at 56% in FY'06.

Because nearly half of the students who leave do so before the start of their second year, graduation rates are most impacted by decisions made five years earlier. Students who make it into the second year have a high likelihood of graduating. Although not counted in official statistics, graduation in the seventh and eighth years adds approximately 4% and mostly impacts Rhode Island students. Graduation rates could be improved by helping these students to finish within the six-year window.

To that end, we have launched a pilot program for summer of 2006 to provide faculty support to investigate a four credit hour curriculum in the departments/ programs of Languages, Writing and Rhetoric, Honors, Sociology and English – departments that also offer significant service courses for General Education. In the fall of 2006, the Provost will review the findings and continue to support faculty in the pursuit of a more focused four credit curriculum as well as establishing a committee to review the efficacy of a university-wide four credit curriculum.

Chart I.

Metrics	Goal	Baseline FY '03	Target FY'04	Actual FY'04	Target FY'05	Actual FY'05	Target FY'06	Actual FY'06
FTE Undergrads	Increase by 800 over course of plan	9892	10159	10550	10426	10820	10692	10,914 **
Headcount Undergrads	Not defined in strategic plan	11277		11812		11946		12,099 **
FTE Grad Students	Increase by 200 over course of plan	1881	1948	2044	2015	1939	2081	1,963 **
Headcount Grads	Not defined in strategic plan	2921		2979		2803		2,996 **
Incoming Freshman	Increase to 2600 each year	2383	2600	2682	2600	2705	2600	2491 * paid deposits
Transfer Enrollment	Increase by 20% over the three years	592	633	626	678	639	710	732 ** paid deposits
Freshman Retention	Increase freshman retention to 83%	80.3% (2001 cohort)	81%	81.3% (2002 cohort)	82%	79.1% (2003 cohort)	83%	80.2% (2004 cohort)
Part-time, non-matric	Increase enrollment by 25%	1174	1268	1430	1362	1259	1468	1369
Graduation Rates	Increase graduation rates to 62% after 6 yrs	57.8% (1996 cohort)		57.8% (1997 cohort)	60.5%	56% (1998 cohort)	62%	56% (1999 cohort)
Summer Enrollment (credit hours)	Increase by 10%/year over the 3 years	Baseline FY'04	Target FY'05	Actual FY'05	Target FY'06	Actual FY'06	Target FY'07	Actual FY'07 ***
Instate undergrad		14767	16244	14473	17868	16086	19655	
Out of state undergrad		4566	5023	4796	5525	5139	6077	
Regional undergrad		325	358	356	393	451	433	
Instate graduate		4664	5130	4558	5643	4248	6208	
Out of state graduate		815	897	950	986	828	1085	
Regional graduate		306	337	346	370	198	407	
TOTAL		25443	27989	25479	30786	26950	33865	

* as of Oct. 1, 2005 (*Just the Facts*, Institutional Research); ** Data as of Oct. 15, 2005; ***Data available August 2006

Non-Metric Action Steps

A. Improve and integrate our data tracking system on student recruitment, enrollment, matriculation, transfer, attrition, and graduation.

The Provost established an Enrollment Management Committee. The committee's goals include the centralization of core enrollment data and the creation of a comprehensive set of cross-sectional data so that a predictive enrollment model can be developed. Membership on the committee includes representation from a broad spectrum of student experience from high school recruitment to career services (Enrollment Services, Planning Services, Budget and Financial Planning, Institutional Research, Career Services, Academic Affairs, University College, and Housing and Residential Life).

The University has contracted with Dr. Don Hossier of the School of Education of Indiana University Bloomington to audit our enrollment management system this fall and make recommendations for changes.

The Office of Planning Services and the Office of Information Services completed research on the development and implementation of an integrated, web-based digital dashboard data system. Due to budget constraints, the project was not funded in the current fiscal year.

B. Increase the number of full-time, tenure track faculty committed to undergraduate education by twenty.

We have not finished this cycle of appointing faculty. This number is dependent on the number of appointments, resignations and retirements in a given year. It is not an exact science.

C. Complete implementation of the new General Education program.

The revised General Education Program was implemented in the fall of 2004. We continue to hold pedagogy workshops, including some for lecturers and per-course instructors, to ensure appropriate integration of skills into content-area courses. Last summer, the Provost funded a group of faculty to develop core outcomes for General Education and this summer, a subcommittee of the University College and General Education Committee (UCGE) is developing assessment methods based on those outcomes. In addition, part of the charge to faculty receiving summer support to examine a four-credit curriculum is to focus on General Education classes. We anticipate that four-credit courses could expedite their accumulation of credits and time toward graduation as well as allowing them to focus on basic content and skills more intensively.

It should be noted that we continue to make progress in increasing the number of sections and seats available in General Education courses. Since the fall of 2004, we have increased the number of General Education sections and seats offered by 22%. This has allowed us to address significant numbers of students with unmet need in General Education. The reduction of any significant backlog of students needing General Education courses will be of value as we address the demands of a sizeable incoming freshman class. Furthermore, the ability to get a seat in a required class is a major factor in retaining students.

D. Increase hours of use of Kingston and Providence facilities by 15%.

The overall increase in courses using the Kingston campus has been 6.23% since Fall 2004. This increase was accommodated mainly through increased efficiency in classroom utilization. By requiring that departments adhere to standardized scheduling guidelines, we have been able to reduce the number of General Assignment classrooms from 112 to 104. This has additionally allowed for the expansion of needed office and meeting space.

Summer school has increased its asynchronous WebCT course offerings by 27% or 12 course sections since Summer 2004. This also impacts the need for General Assignment classrooms.

Vice Provost McCray has proposed the acquisition of additional space in Providence (e.g., for a bookstore). This will allow for more creative use of existing space in the Shepard Building.

E. Articulate and secure approval for a degree completion program in South Providence (CCRI, RIC and URI)

The concept of a “metro campus” or of a “city campus” has gone a glimmering. The death of Kathy Mallon marked the loss of its greatest champion.

Chart II.

Additional Metrics: "Action Steps"								
Metrics	Goal	Baseline FY '03	Target FY'04	Actual FY'04	Target FY'05	Actual FY'05	Target FY'06	Actual FY'06
Unmet Financial Aid (undergrad)	Reduce average unmet need by 5%			\$3,595	\$3,505	\$3,960	\$3,415	\$3,963
Unmet Financial Aid (grad)	Reduce average unmet need by 5%			\$5,561	\$5,422	\$4,312	\$5,283	\$4,331
Merit scholarships for transfer students	Create merit scholarships to \$500,000 by year 3			\$130,000	\$300,000	\$87,725 (offered: \$173,648)	\$500,000	\$188,900 (Year to Date) (offered: \$288,500)
On Campus Housing	Increase by 500 beds	3967				On target +800 beds Fall '06		Slippage in completion dates. 300 in the fall of 2006, 800 by January 2007
Tenure Track Faculty (committed to undergrad education)	Increase faculty committed to undergrad education by 20		6	6	12	11	20	*
Tenure Track Faculty (total)	Increase total by 20	600	607	610	613	614	620	*
Tenure Track Faculty (total)	Increase total by 20	593		603	605	607	613	*
Freshman students in Learning Communities	90% of freshman in at least one learning community	95%		95%	Goal achieved in Year One of the Strategic Plan		90%	95%

* Compilation of Faculty data in progress.

Strategic Initiative II: Increase total institutional revenue and reduce operating costs on a per student basis

The Goal: Increase institutional revenue and direct those revenues to a limited number of high quality programs and services.

Chart III.

Metrics	Goal	Baseline FY '03	Target FY'04	Actual FY'04	Target FY'05	Actual FY'05	Target FY'06	Actual FY'06
Undergrad Instate Tuition	4% per year	\$3,864	\$4,019	\$4,136	\$4,179	\$4,680	\$4,346	\$5,258
Mandatory Fees	4% per year	\$1,990	\$2,070	\$2,066	\$2,152	\$2,072	\$2,238	\$2,026
Undergraduate Out of State Tuition	4% per year	\$13,334	\$13,867	\$14,268	\$14,422	\$16,266	\$14,999	\$17,900
Mandatory Fees	4% per year	\$1990	\$2,070	\$2066	\$2,152	\$2072	\$2,238	\$2,026
Graduate Instate Tuition	4% per year	\$4,054	\$4,216	\$4,338	\$4,385	\$4,894	\$4,560	\$5,522
Mandatory Fees	4% per year	\$1,766	\$1,837	\$1,840	\$1,910	\$1,844	\$1,986	\$1,786
Graduate Out of State Tuition	4% per year	\$11,624	\$12,089	\$12,438	\$12,573	\$14,180	\$13,075	\$15,992
Mandatory Fees	4% per year	\$1,766	\$1,837	\$1,840	\$1,910	\$1,844	\$1,986	\$1,786
Annual State Support	4% per year	\$81.94M	\$85.22M	\$82.95M	\$88.63M	\$81.84M	\$92.17M	\$82.4M
Commissioner Enrollment Incentive Grant	Secure 60% - \$300,000 available to URI	\$500,000	\$300,000	\$257,555	\$300,000	\$225,000	Enrollment Incentive Grant not available FY'06	Enrollment Incentive Grant not available FY'06
Increase Private Giving	\$1 Million per year	\$13.79M	\$14.79	\$15.52M	\$16.62M	\$16.59M	\$17.59M	\$17M
Federal Funding for research	20% increase over course of plan	\$50.9M	\$54.29M	\$47.6M	\$57.69M	\$47.9M *	\$61.08M	\$59.8M
Earmarked federal funding	Avg. \$3M/year (2002 - \$1.615M)	\$8.27M	\$3M	\$2.86M	\$3M	\$3.37M	\$3M	\$6.79M

*adjusted 6/9/06;

Chart IV.

Additional Metrics: “Action Steps”

Metrics	Goal	Baseline FY '03	Target FY'04	Actual FY'04	Target FY'05	Actual FY'05	Target FY'06	Actual FY'06
Alumni contacted by electronic means	20% increase	7,690	8,203	19,164	8715	28,287	9,228	40,000
Alumni who support the university	6% increase per year	10,884	11,537	11,151	12,887	10,422	13,660	10047
Booster giving / intercollegiate athletic events revenue	10% increase per year	\$2.033M	\$2.237M	\$2.306M	\$2.536M	\$2.647M	\$2.790M	\$2.188M *
Campaign for the Humanities	Exceed \$1 Million	\$228,400	\$333,333	\$536,000	\$666,666	\$733,000	\$1M	<i>Campaign suspended – merged in Univ. Capital Campaign</i>
Endowment Gifts	\$2 Million per year	\$2.36M	\$2M	\$3.96M	\$2M	\$3.91M	\$2M	\$6M*
URI Foundation Endowment Assets	7% appreciation per year	\$45.96M	\$49.18M	\$62.34M	\$66.70M	\$67.09M	\$71.37M	\$77.68M
URI Foundation income from endowment	5% per year		\$2.378M	(for FY'05) \$2.735M	\$2.872M	(for FY'06) \$3.260M	\$2.985M	\$3.58M

*** Year to Date; Final Year-End totals not yet available**

Non-Metric Action Steps

A. Implement PeopleSoft modules. E-Campus (PeopleSoft):

We have finalized the implementation of the e-Campus System (PeopleSoft) modules in Human Resources, Financials and Student Systems. This fiscal year we implemented a major upgrade in the PeopleSoft Financial Systems from 8.4 to 8.9. This upgrade will allow us to further develop paperless systems over the next eighteen months in electronic procurement/purchasing and human resource/personnel applications and processes. Priority will be given to the e-Procurement.

In FY06, we have eliminated high-priced special PeopleSoft consultants by employing highly qualified, well experienced staff members at the University. This change has resulted in savings in excess of \$400,000. As we move into the implementations of e-Procurement and human resources/personnel modules, it is expected that we will acquire the services of some special consultants on a short term basis.

The recent acquisition of PeopleSoft by Oracle, will lead to integration of the respective systems and related licensing agreements. This will result in cost savings for the university in three to four years when the integration is complete. Until then, the university will continue paying nearly \$700,000 in fees.

IITS has enhanced the existing PeopleSoft modules with several custom applications. The academic advisement scheduling system improves communication and efficiency by allowing students and faculty to make and track appointments with each other. Registration for non-matriculated students for web-based learning can now be completed over the web, and the development of exit surveys for departing students and the statistical data generated from these surveys has provided better data used for analyzing student retention.

The upgrade of the University Advancement software, Sungard BSR, is 65% completed. The system is scheduled to go live in September 2006. This new software, with state-of-the-art fundraising technology and telecommunications capabilities is the foundation for gift/pledge drives, events, capital campaigns, etc. The success of this implementation is essential to support the capital campaign.

Funding eCampus maintenance and ongoing development remains one of the biggest challenges. High consulting costs and decreased state funding make implementing additional modules extremely challenging. In addition, we need to focus more on intensive academic applications of software, something that the significant investment of human and fiscal resources has prohibited.

B. Suspend/eliminate undergrad degree programs w/ (-) net contribution margin & which graduate fewer than 5 students/year.

During the academic year 2005-06, we eliminated the following programs:

BA	Russian	BA	Linguistics
BS	Statistical Science	BA/BS	Urban Affairs

Coming forward for elimination in academic year 2006-07 or upon completion of currently enrolled students will be the following programs:

BS	Water and Soil Sciences	BS	Financial Services
BS	Environmental Plant Biology		

C. Suspend or eliminate combined graduate degree programs (masters and doctorate) which graduate fewer than three students per year.

During the academic year 2005-06, we eliminated the following programs:

MA Comparative Literature
MA Economics
MA Philosophy
MA Sociology
MA Educational Research

MS Environmental Health Sciences
MPH Public Health
MA French
MA German

Coming forward for elimination in academic year 2006-07 or upon completion of currently enrolled students will be the following programs:

AuD Audiology
MS Audiology

MCP Community Planning
PhD Applied Mathematical Sciences

D. Achieve the integration of faculty salaries into major awards applied for and received from federal agencies, where federal regulations allow.

In addition to those agencies listed in last year's management letter, NOAA (Sea Grant) supports this initiative. The Research Office continues to build in partial and full salary support through federal grants when available.

E. Prepare for the next comprehensive capital campaign (including conducting a feasibility study), with a Leadership Gift phase occurring during 2005-2006.

The capital campaign feasibility study was completed, with a recommendation of a \$100 million campaign (primarily for endowment). The campaign will go public in the fall of 2007, as recommended through the feasibility study and established in the campaign plan. The Vice President for Advancement and/or the Associate Vice President personally visited (or telephoned) each person who participated in the campaign feasibility study in order to share and discuss study results. These personal contacts also served as groundwork for later campaign solicitations.

The campaign materials were developed in-house by a team representing Development, Communications, and Publications and are in use. Considerable outside input was received, especially from the Communication Advisory Council and the campaign's chair.

This year, the University generated nearly \$17 million in outright gifts and pledges (annual, endowment, and other), bringing its two year overall capital campaign total to more than \$25 million.

F. Establish one or more ancillary businesses (e.g., a retirement village or companies spun off from faculty research), which will contribute a continuing revenue stream, with the first \$500K per year to be, dedicated to our library and information systems.

This process has moved slowly but steadily forward. The university has retained consultants who are developing business plans and requests for development proposals. The business plans will be completed by the fall of 2006 and we will seek development proposals in spring 2007 for the Research and Technology Park, Alumni Village, Faculty Housing and golf learning center. A major step forward was authorization to purchase 114 acres of land adjacent to the developing North Campus Science and Technology Quad for uses that include a research park. Specifically, however, this goal was not achieved.

G. Complete construction projects already authorized and funded for Independence Hall, Lippitt Hall, the Alumni Center, a second IEP house and the next phase of the residence hall rehabilitation.

Independence Hall is under construction and will be completed September 2006. Additional funding for the project was received through the RI General Assembly (\$3.7 million) bringing the total project to \$8.7 million.

Lippitt Hall construction will be delayed until the spring of 2007 due to the delay of additional state funding. The project will be completed in August 2008 at a total cost of \$8.5 million.

The Alumni Center: The Alumni Center opened to everyone's delight. A terrific building!

The IEP House II – Extensive negotiations and delayed approvals for financing have caused the delays in the acquisition and renovation for the former Chi Phi fraternity. The renovations will begin July 2006 and completion in May 2007.

Residence Hall rehabilitation and construction - The rehabilitation of the residence halls has gone well. Because of delays in the completion of new construction, however, we have had to delay some of the rehabilitation work in order to maintain beds available until construction is complete. All should be back on track by January 2007 and completed in spring 2008.

New Residence Halls - The new 800-bed upper-class student housing project has been delayed due to siting problems, weather problems and labor shortages. The three buildings which include 450 apartment style units and 350 suite style units are scheduled to be completed between September 2006 (Building A) and January 2007 (Building B and C).

I. Kingston Campus traffic and parking system - The university completed construction of two new parking areas (1475 new spaces) in September 2005 which greatly reduced the demand on other parts of the campus. Controlled gates were installed at the primary faculty and staff parking lots and additional control gates will be installed this September.

In 2007 and 2008, the university will implement the last phase of parking lot development along Plains Road and the extension of Flag Road connecting to Plains Road. Adjustments have been made in the parking enterprise system and organizational structure. This will enhance our ability to operate and maintain adequate parking for university students, faculty and staff.

J. West Kingston Municipal Landfill/URI Disposal Area Superfund Site. - Remediation and reconstruction began on the Superfund site in 2005 and have been completed this fiscal year. The remaining elements of the project include final review and evaluation by DEM and EPA to assure property maintenance and management of the landfill/superfund site.

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Strategic Initiative III. Identify those areas of research and outreach which most directly support Rhode Island’s goals for economic development, consistent with our founding mission as a land-grant institution.

The Goal: Focus the University’s research and outreach programs toward assisting Rhode Island achieve its goals for a strong economy, a highly productive workforce and an involved citizenry.

Chart V.

Metrics	Goal	Baseline FY '03	Target FY'04	Actual FY'04	Target FY'05	Actual FY'05	Target FY'06	Actual FY'06
External Funding for Basic / Applied Research (state & private)*	Increase by 15%	\$9,100,000	\$9,555,000	\$12,600,000	\$10,010,000	\$12,376,000	\$10,465,000	\$13,602,005
<i>State</i>		<i>\$6,788,000</i>		<i>\$9,200,000</i>		<i>\$9,036,000</i>		<i>\$8,480,093</i>
<i>Other Non- Federal</i>		<i>\$2,312,000</i>		<i>\$3,400,000</i>		<i>\$3,340,000</i>		<i>\$5,121,912</i>
Patent and License Income	Increase by 20%	\$896,227	\$955,975	\$1,052,839	\$1,015,724	\$1,065,545	\$1,075,472	\$900,166
Facilities to support research	Secure Funding			See Mgt. Letter		See Mgt. Letter		See Mgt. Letter
Graduates in identified programs	Increase by 10%	266	274	319	282	291	293	Available August '06

Non-Metric Action Steps:

A. Secure exemption from position caps for all faculty and staff funded for research and outreach.

The General Assembly changed the method of allocating research positions in the 2004 session and effectively provided sufficient FTEs for all third party funded positions for the foreseeable future.

B. Encourage and facilitate the generation of new patents and licenses by faculty.

Twenty patent applications were filed in 2005, with nine patents issued within that year. However, since 1994, only two royalty-licensing agreements have been signed. The URI Foundation should promote licensing agreements with Rhode Island companies. The number of companies generating royalties in 2005 was seven, and there were six in 2006. Consequently, there were no new income streams.

The new license poster session developed by the Research Office to facilitate the generation of new licenses was expanded this year to engineering and materials inventions. A day devoted to technology transfer initiatives was a central component of Research Week at URI. The Research Office enlisted a panel of industry leaders as judges to evaluate marketing potential of a dozen inventions.

In 2005-06, the Research Office initiated internships in the technology transfer division of the Research Office for graduate students and advanced undergraduates in business and engineering. Funding will be sought through NSF's Entrepreneurship Program to expand this program.

The University of Rhode Island Foundation is in the process of reorganizing and has employed a new president, Glen Kerkian. Its chief goal will be fundraising, and the future of the Foundation as the vehicle for commercializing intellectual properties is under review.

C. Secure changes in legislation that would permit faculty to establish businesses and/or serve on the boards of such businesses using the technology which results from their research.

The Conflict of Interest Management Committee is assisting several faculty in producing management plans in accordance with the Public/Private Partnership Act. The University and the Board of Governors have approved the first faculty associated company, and a number of other public private partnerships are being considered or reviewed. In general, the new legislation and Board rules do not facilitate the creation of new businesses as contemplated. They do provide a path through state conflict of interest regulations, however, and that clarity is worth something.

D. Increase partnerships with major Rhode Island industries to meet research and outreach needs and thereby foster economic growth.

Here are a few of many examples of this partnership relationship: faculty members in the College of Business Administration are engaged in outreach by using students to assist non-profits across Rhode Island. Researchers are partnering with Yardley, Amgen and L'Oreal. The new \$6.7M EPSCoR grant is designed to foster collaboration with industry and spur economic development. In addition, the 'Lab on a Chip Microfluidity Grant' was funded at \$2.4M with the express purpose of using research to support technology transfer.

E. Secure at least \$1M per year in dedicated Rhode Island State funding for research and outreach activities at URI and establish a state matching grant fund aimed at increasing the University's competitive position relative to research grant acquisition.

Legislation before the General Assembly to create this matching program was not enacted. \$65M proposed for the construction of a new Pharmacy building, however, was authorized for

inclusion on the 2006 bond referendum. If approved, this facility will contribute to the further development of the state's medical health care system and growing medical industry.

F. Attract and retain highly productive research faculty in these areas of focus through competitive salaries funded in part by external sources and through investment in laboratories and related equipment and staff.

GSO appointed three new ADVANCE fellows in September 2005 and a fourth appointment has been made for September 2006. The Department of Transportation also has provided funds for the appointment of three faculty members. These positions are externally funded initially with a University commitment that they will become state funded after the initial period. The third position will become general revenue funded on June 26, 2006.

G. Establish a research corporation, with all appropriate approvals.

While the background work by consultants on this concept is complete, the University has not moved it forward. Changes in the position of Vice Provost for Research required that attention go elsewhere. With a new Vice Provost about to be appointed, I am hopeful we can begin to move forward once again. This is also closely tied to the changing mission of the URI Foundation. We have sought and received from the General Assembly a waiver from the state's time consuming purchasing requirements for all research and research related activity. This will assist us in our goal to make research a more independent enterprise.

H. Reallocate graduate faculty lines and 10% of current institutionally supported graduate student assistantships to the areas of focus identified above.

This goal has proven to be problematic because of teaching requirements and should be removed from the plan.

I. Invest in highly specialized library and data base systems specifically for those areas identified.

We continue to assess needs in this area and will do so with more deliberation when the new Vice Provost for Information Technology Services (on board as of July 1, 2006) and the new Dean of University Libraries are in their positions.

J. Over the course of this plan, secure funding to design, construct and equip appropriate research facilities on the Kingston and Narragansett Bay campuses. These include specifically the Pell Campus Center, the Biological Sciences Center and the Center for Biotechnology and Molecular Biosciences, the Center for Integrated Learning and Technology, and a new facility for the College of Pharmacy.

The Pell Center, including the Inner Space Center, is on track to open in the fall of 2008, as is the Center for Biotechnology and Molecular Biosciences. Both of these are highly sophisticated projects, with many design issues. The Center for Integrated Learning and Technology is currently without a funding source and its need is being reconsidered for elimination from our capital improvement plan. As noted above, approval to fund the new Pharmacy building is to be on the ballot in November.

III. 2005-2006 NEW INITIATIVES: RESULTS

The university identified several initiatives to be pursued in 2005-2006 to complement the goals of the final year of the 2003-2006 Strategic Plan. The progress on selected initiatives is described below:

1. Enhanced marketing strategies for Summer Session 2006.

Oversight for summer session has resided in the Office of the Provost for the duration of this plan. Extensive marketing efforts were undertaken over the past two years to enhance both awareness and desirability of summer session to URI students. A major focus was placed on summer session as a fast track to timely graduation and the comparatively low cost of summer courses. We have also focused on increasing the number of online courses (primarily WebCT) to attract both non-matriculated and matriculating students to summer session offerings.

Several pilot programs are in development to attract target groups such as K-12 teachers, students in need of developmental work and professionals seeking post baccalaureate training. With the assistance of Management Information Services (MIS), we now have a direct online registration so that students from anywhere on the globe can access URI courses. As one example, Professor Donna Hughes is attracting a diverse international enrollment in her course focused on human sex trafficking. We are actively encouraging and seeking new and innovative courses to attract a broader market.

Early indicators for summer of 2006 point to several upward trends in actual student enrollments (up 8% as of Summer Term 1) - a 5% increase in credits generated and a 12% increase in gross revenue as of June 1, 2006. There were increases in all student categories except out-of-state graduate students and a continued increase in out-of-state undergraduate students taking online classes.

2. Implementation of the AIIM model of program assessment and investment.

The development of the Academic Investment and Improvement Model (AIIM) was completed in conjunction with the Faculty Senate in the spring of 2005. AIIM was implemented to all 52 academic departments during the early fall of 2005. Results from this academic program assessment tool were shared with the departments and the deans. Qualitative and quantitative strengths as well as areas needing improvement were identified for each department. Currently, specific financial and non-financial investment strategies are being developed. In conjunction with AIIM, a more streamlined financial efficiency model was created (Cost Analysis Model).

3. Revision of the University Mission Statement and development of the next three-year strategic plan.

The Provost led a committee supported by the Office of Planning Services, which undertook the task of revising the University mission statement. This process has helped support the university's subsequent efforts to develop the next three year strategic plan as well as the NEASC reaccreditation process. The mission statement was endorsed by the URI Faculty Senate on October 20, 2005, approved by the President on November 1, 2005 and approved by the Board of Governors for Higher Education January 23, 2006.

The University's strategic plan was developed as a collaborative effort of the four divisions of the University, and the Joint Strategic Planning Committee (JSPC). The JSPC is chaired by the President and includes the Provost and Vice President of Academic Affairs, the Vice Presidents of Administration, Student Affairs and University Advancement, the Faculty Senate Executive Committee, the Presidents of the Student Senate and the Graduate Student Association, and two staff members. The Office of Planning Services facilitated the overall process, which began during the spring semester of 2005.

The JSPC began by examining current and future trends and environmental forces as well as the state, national and global landscape impacting higher education and the University specifically.

The Committee reaffirmed the vision and values for the future and the central mission of the University. In addition to environmental forces and the central mission of the University, the short and long term goals of the Rhode Island Board of Governors for Higher Education were also considered by the JSPC in identifying the four strategic initiatives that will drive our University wide planning for the next three years. Subsequently, under the direction and leadership of the Vice Presidents, the four divisions of the University have articulated goals and strategies for achieving the initiatives defined by the JSPC.

The four strategic initiatives of the 2006-2009 Strategic Plan: Steps Toward Transformation are:

- I. Enhance Student Recruitment, Involvement, Retention, and Graduation Rates**
- II. Improve the Fiscal Health of the University**
- III. Create a More Inclusive Environment**
- IV. Improve the efficiency and Effectiveness of Research and Outreach Support**

4. Development of a Plan of Work for the next ten-year accreditation visit in 2007 by the New England Association of Schools and Colleges (NEASC).

The University is scheduled for its ten-year accreditation review by the Commission on Institutions of Higher Education of the New England Association of Schools and Colleges (NEASC) in the fall of 2007. Over the year we will engage in a comprehensive evaluation using the Commission's Standards for Accreditation. This self-study process is an intensive endeavor that will involve many individuals at the University and culminate with the development of a self-study report, which will provide the basis for the Commission's evaluation.

The self-study report provides a detailed description of the institution's programs, resources and operations. The process is designed to involve the entire University community in an analysis of the purposes and effectiveness of the institution, and in an examination of our strengths as well as areas that might need improvement.

In preparation for the self-study, we have established working subcommittees around the eleven standards developed by the Commission and a University-wide Steering Committee, which will plan and oversee the work of the subcommittees. The eleven standards and corresponding subcommittees are: Mission and Purposes, Planning and Evaluation, Organization and Governance, the Academic Program, Faculty, Students, Library and Other Information Resources, Physical and Technological Resources, Financial Resources, Public Disclosure, and Integrity.

We have asked Dr. James Kowalski from the Department of Computer Science and Statistics and Dr. Judy Beckman from the Graduate School and the College of Business Administration to co-chair the self study. They will be working closely with the Provost to oversee the process during the next two years. Glen Ramsay has been hired on a part-time basis to conduct institutional research in support of the self-study.

The steering committee met in May for an orientation to the NEASC accreditation process. Patricia O'Brien, Deputy Director, NEASC-CIHE described the process in detail.

5. Continuation of the capital campaign with a focus on the advance gift phase.

As described earlier (see Strategic Initiative II, Non-Metric Action Step E, pg. 13), significant progress has been achieved on the capital campaign. The capital campaign feasibility study was completed, with a recommendation of a \$100 million campaign (primarily for endowment). The campaign will go public in the fall of 2007, as recommended through the feasibility study and established in the campaign plan. The Vice President for Advancement and/or the Associate Vice President personally visited (or telephoned) each person who participated in the campaign feasibility study in order to share and discuss study results. These personal contacts also served as groundwork for later campaign solicitations.

The campaign leadership committee was formed, with CVS Chairman and President Tom Ryan as chair. The committee has both a regional and national composition. It brings together a number of new fund raising volunteers, reflecting the past decade's success in identifying and cultivating new alumni and friend relationships. The campaign leadership committee held its first meeting in April and again in June, establishing the \$100 million goal, along with a special campaign assessment fee to help fund the campaign.

A two-year lead gift program is being carried out, with focus on six and seven figure gift prospects. Each member of the campaign leadership committee and each member of the URI Foundation Executive Board will have been solicited by June 30, 2006.

The real measure of a campaign's lead gift phase is how much is generated by the time the campaign goes public. We project the campaign will succeed in having 30% to 40% of goal in place by fall, 2007.

As part of the preparation for the Campaign and consistent with the Board's admonition to take the fundraising enterprise at URI "to the next level," we are in the process of rethinking and reorganizing the URI Foundation, under new leadership. The URIF will become the fundraising arm of the University, with full responsibility for the Capital Campaign, as of June 30, 2007. Many logistics have yet to be worked out.

6. Complete the residence hall renovation project; keep the new residence hall projects, and the new dining hall project on schedule, as well as the new ambulance corps facility.

Residence Hall Rehabilitation and Construction - The University received voter approval of a \$20 million General Obligation Bond in 2004. Heathman, Fayerweather, and Gorham residence hall renovations have been completed. Tucker, Merrow, Hutchinson, and Peck residence hall renovations will be completed by September 2007. The new 800-bed, upper-class student housing project is progressing, although not as rapidly as we had hoped. One building of 240 beds will open fall semester 2006 with completion of two additional buildings by the beginning of January term 2007.

New Dining Hall - We are well underway on the New Hope Commons. Construction is going well, and we anticipate a January 2007 completion date.

Ambulance Corps Facility - The new ambulance corps facility is nearing completion, and we expect to occupy this facility in September 2006.

7. Complete the arrangements for Hillel to occupy the former Alpha Xi Delta sorority and use this housing for transfer students.

Hillel is now occupying Alpha Xi Delta Sorority House. A new five-year lease gives Hillel a facility that better meets their program and educational needs.

IV. ADDITIONAL SIGNIFICANT INITIATIVES (2005-2006)

a. Academic Affairs

The University is pursuing a systems approach to the implementation of Outcomes Assessment. We have concentrated the majority of our early efforts in the development of a campus infrastructure and climate that will enable faculty and staff to engage in assessment without undue burden and with appropriate tools and technology. We have also developed multiple and sequential opportunities for training and support for faculty and staff to implement outcomes assessment at their program levels.

The University has made significant progress in these two areas, including:

- The establishment of a URI Office for Student Learning, Outcomes Assessment, and Accreditation. Ample space has been secured and a full-time Director appointed with a start date of July 1, 2006.
- Support of release time for a faculty member with expertise in Institutional Research to support the NEASC self-study and outcomes assessment data collection and analysis.
- Establishment of a robust campus-wide Student Learning Improvement Assessment Advisory Committee (SLIAAC).
- Implementation in five colleges of the assessment-rich electronic student portfolio system, TrueOutcomes.
- Purchase of a 100-volume assessment collection in the URI library.
- Establishment of a Faculty Senate-sponsored General Education Outcomes Assessment Committee. The committee has administered a self-assessment survey for students in General Education courses and is now collecting assignments and student work to gauge actual student learning within the overall program.
- Engagement of 25 percent of URI faculty (undergraduate and graduate) in one or more assessment training workshops or national conferences over the last eighteen months.
- Formation of college-wide assessment committees in seven of URI's academic colleges, which meet regularly.
- Continuation of an annual mini-grant assessment program/competition to provide faculty and staff with the tools and the means to devise program-specific assessment mechanisms. URI has provided \$130,000 of institutional funding over the past two years to support over fifty mini-grants.
- Significant progress and actual assessment studies in all academic colleges as well as in the Division of Student Affairs.

While we have come very far in a short period of time in establishing an institutional presence and framework for outcomes assessment, we acknowledge that there is much work yet to be accomplished. We will continue to provide continuous campus training

opportunities for all programs, engage in multiple assessment studies at the program and university levels, and will begin to publicize expected outcomes for students and their families.

Under the guidance of the Office of the Provost and Vice President for Academic Affairs, the Office of Admissions expanded its recruitment efforts to include renewed contacts with RI high school guidance counselors, new contacts with a national network of high school guidance counselors, enriched direct contact with prospective students, direct marketing efforts, e.g., targeted email and phonathons.

The Council of Deans was directly involved in crafting goals for the Division of Academic Affairs that will respond to the four initiatives in the 2006-2009 Strategic Plan. We will continue to plan for the academic area, including such issues as bringing more focus to our research activities and developing a more transparent budgeting process.

Working with ADVANCE, we have increased the number of women faculty in the STEM disciplines by eight and supported dual career couples insofar as Affirmative Action guidelines provide latitude to do so. We continue to address this issue.

The academic applications of PeopleSoft have improved significantly, resulting in the highest proportion of timely grade reporting in recent history, efficient tracking and auditing of student progress toward graduation and timely, accurate class rosters.

Significant enhancements are in the works through ITS, and the arrival of Garry Bozylinsky as Vice Provost for Information Technology Services will further that work. A few examples include:

- Telephone service in the new residence halls will be provided via “Voice over IP” or VoIP. This technology will provide phones with display screens that provide information to the user through web-based applications. Announcements, weather forecasts, dining hall menus and wakeup calls are a few examples of the types of applications that will be provided by these phones.
- Wireless access points with greater speed and capacity than those initially deployed have been installed in several academic and administrative buildings in Kingston and on the Narragansett Bay Campus. These units have also been installed at the Providence Campus and will be enabled during the summer of 2006.
- General academic applications, such as WebCT, TrueOutcomes (assessment management), Percussion web content management, and others allow faculty increased options for using the Internet as a supplement to classroom learning.
- ITS has generated a new URI Standard Classroom Specification to accommodate how students and faculty work with new technologies. This Specification was used for the renovation of Independence Hall and in the design of the Center for Biotechnology and Life Sciences.
- All public computing labs are being upgraded this year and many new classroom projectors put into service. The media-rich classroom is becoming a reality as ITS also assists faculty in generating digital content for use in classrooms.

b. Student Affairs

With the implementation of our \$890,000 NIAAA Substance Abuse Grant, we have seen significant improvements in our fraternity and sorority system and a significant reduction in drinking and driving arrests in Narragansett. The Interfraternity and Panhellenic Councils received numerous awards at the Northeast Regional Interfraternity Conference. The Rhode Map to Safety publicity campaign raised awareness of the problems of drinking and driving and substance abuse.

Our Prevention of Violence Against Women Program was recognized nationally as having the number one peer advisement program. This program continues to be successful.

The National Fraternity delayed the renovation of the Alpha Epsilon Pi Fraternity house. We have made recent progress in moving this project forward and anticipate use of this facility by fall term 2007. We plan on housing the Talent Development Program Peer Advising Program in this facility.

The IEP House—With legislative approval in hand, we will begin the renovation of the Chi Phi Fraternity house on Upper College Road for use by the International Engineering Program beginning fall term 2007. Chi Phi Fraternity is expected to begin construction of their new chapter house on Fraternity Circle Road during the 2006-07 academic year.

c. University Advancement

Final fund raising numbers are not available until after the completion of the fiscal year. We project, however, that final numbers for 2005-2006 will show this to be one of URI's best fund raising years. We project that between \$11 and \$12 million in revenues will be realized; between \$18 and \$20 million in overall commitments (depending upon how the capital campaign leadership committee responds by June 30). It should also be noted that our numbers reflect continued improvement with the Annual Fund and the RIRAA annual fund.

While total giving is up, the percentage of URI alumni who give decreased by 3.6% so far this year. National data show public universities continuing to experience decreases in alumni who give. The national average for publics is 13%, consistent with URI. One contributing factor at URI is the size of each year's graduating classes--the URI alumni base overall is modest, therefore the large graduating classes have been significantly bolstering our alumni numbers with alums who have little ability to give back at the present time.

A major Journalism initiative was undertaken in conjunction with the Rhode Island Press Association and the Rhode Island Broadcasters Association. A campaign was launched to establish three new endowments in support of the Department of Journalism. At the same time, this effort has contributed to our on-going relationships with key members of the Rhode Island media. One major outcome was the appearance of Christiane Amanpour at a breakfast for URI alumni and Rhode Island media.

3939 articles about URI were published this past year. This is an increase of 53% over the past year. Of these, 1476 were published outside of Rhode Island, an increase of 150% over the previous year.

News articles about the University appeared in 47 states and 50 countries, compared with 47 and 20 during the previous year.

The master list of “personal” national media contacts (media with whom the URI News Bureau staff has a personal relationship) went from 28 to 57.

The Communications staff estimates (via tracking) that news stories about URI reached nearly 139 million readers through coverage in the top 100 out-of-state newspapers and magazines. This is an increase of 65% over last year.

230 talks were given through the URI Speakers Bureau, which is an increase of 23%. These talks reached more than 8600 people in Rhode Island and southern New England.

A well-received “Ask the Pharmacist” program was initiated with ABC6 television. This program is serving as a resource for the people of Rhode Island and southeastern New England. It is also helping promote the URI Pharmacy program at a time when funding is being sought for a new Pharmacy building on campus.

The Communications staff coordinated and managed several crisis communications situations, including the disappearance of three URI students. Media coverage and other public communication strategies helped position the University as credible and caring. Information was provided in a timely manner to the media and others.

More than 5000 alumni participated in our alumni events this past year. This does not include alumni who attended URI athletic events, cultural events, or such special occasions as Commencement.

318 alumni volunteered their time to participate on University and/or Alumni Association committees and advisory boards.

The Alumni Relations Office continued to offer a variety and mix of alumni programs designed to appeal to alumni of different age, social, and economic backgrounds. These included special career development workshops for students and alumni of color; a series of personal development workshops for all alumni; increased usage of faculty at out of state alumni events; family camp.

At the end of 2005, the Pacer was phased out. Existing resources were shifted to QuadAngles in order to expand its distribution to 5 times per year and to add a stand-alone Annual Donor Report. QuadAngles has also become four-color. This decision reflected the recommendations of our externally based Communications Advisory Council as well as findings from a series of marketing surveys. Effectively transitioning from the Pacer to QuadAngles has been a total team effort within the Division.

The electronic communications program continued to expand. Nearly 40,000 alumni are now in the e-mail database (up from 7500 three years ago). These alumni receive the bi-weekly InAdvance plus special notices of events and/or breaking campus news. The monthly live WebChat program continued, with an average of over 400 people participating per chat. The continued growth and success of the electronic program reflects a total team effort within the Division.

A review and revision of the University’s main Web Site was undertaken in conjunction with the RDW marketing group. Representatives from Admissions, Athletics, Student Life, and Administration joined staff from University Advancement in working on this

project. Completion is planned for Summer of 2006. RDW was solicited to provide much of this work pro bono.

A branding process has been implemented in conjunction with the Office of Planning Services and the Office of Institutional Research. An on-campus branding conference will take place on July 17, 2006 as the first step in this process.

d. Division of Administration

The Division of Administration continues to provide leadership in coordinating unprecedented major facilities construction and rehabilitation. Administration has reorganized staffing and processes in addressing Capital Projects and administrative procedures and looks forward to additional efficiencies in the upcoming year. Several projects were completed or initiated this year:

1. The new Alumni Center has been completed.
2. We completed a second floor to the “Surge Building” at 210 Flagg Road, which was occupied this fall and spring with occupants from Independence Hall (\$2.7M)
3. We begin renovations of Independence Hall in September 2005 and will complete the renovations by August 2006. (\$8.8M)
4. We broke ground this spring for three new residence halls that will provide 800 new beds in apartment or suite style, and two new student-parking areas with 1450 spaces (\$67M and \$3.1M respectively). The residence halls will be completed by September 2006.
5. Construction has begun on a new Hope Dining Hall (\$22M), which will be completed in December 2006.
6. We secured from the legislature this year RICAP funding for various asset protection projects (\$5.2 M) for renovations/improvements to our facilities.
7. The University Classroom Management Team, in conjunction with Capital Projects, Capital Planning and OIS, has participated in the development of a University Classroom Management Plan that completed an inventory of instructional spaces and identifies technology and standards for future renovation and construction of classrooms.
8. Streamlining of administrative processes and forms has advanced with
 - the elimination of duplicative forms and approvals in purchasing and accounting,
 - PeopleSoft upgrades to 8.9 and software acquisition for E-procurement and human resource applications and processes,
 - implementation of Limited Value Purchase Orders, increase in delegated state purchasing authority and changes in travel policies and procedures,
 - continuing the development of ‘customer friendly’ culture in purchasing and accounting.

V. LOOKING FORWARD: UNIVERSITY GOALS FOR 2006-2007

Implementation of the “2006-2009 Strategic Plan: Steps Toward Transformation” will be the focus of the University for 2006-2007. The Rhode Island Board of Governors for Higher Education identified 9 priorities in the President’s reappointment notice. These issues have been addressed by the University in a variety of ways during 2005-2006 and have also been articulated in the 2006-2009 Strategic Plan. The priorities are as follows:

1. Conduct comprehensive review of systems and programs targeted to improve retention and graduation – with special emphasis on improving rates overall for minority and low-income.
2. Continue fund raising improvement efforts raising it to the next level.
3. Expand continuing education offerings and enrollments at the graduate and undergraduate levels.
4. Continue efforts to increase overall graduate student enrollment.
5. Enhance strategies to increase federal funding for research.
6. Empower managers to deal more effectively with discrimination and harassment complaints through professional development and training.
7. Continue efforts to increase the quantity of student housing significantly beyond current levels.
8. Enhance efforts to further refine the process of academic program review and evaluation. Such program review could identify priority programs that would enable resource reallocation to those programs.
9. Conduct a re-examination of such core processes as enrollment management and financial systems for re-engineering possibilities that would improve results and free up resources for reallocation.

Selected goals from the 2006-2009 Strategic Plan are listed below:

1. Strategic Initiative 1: Enhance student recruitment, involvement, retention and graduation rates

Goal 1: Achieve the enrollment of a talented and diverse community of students totaling 16,000 (13,000 FTE) by the conclusion of this planning period.

- a) Develop and implement an annual Enrollment Management Strategic Plan that delineates demographic projections, enrollment targets, strategies, and yield goals.
- b) Build the undergraduate programs offered at the Providence Campus, consistent with the enrollment targets set by the Faculty Senate.
- c) Promote the Joint Admissions Agreement and its goal of simultaneous admission to CCRI and URI.
- d) Implement recommendations from the Minority Retention Study Commission and the URI Retention Task Force.
- e) Develop a mechanism for graduate faculty to be more integrally involved in the recruitment/admissions of graduate students.

Goal 2: Increase first-year retention of freshmen to 84% in 2008-2009.

- a) Create a Freshman Master Teaching Fellows program under the leadership of the Instructional Development Program to recognize, reward and support those who teach freshmen and those who advise them.
- b) Develop need-based financial aid program(s) for second-year students.
- c) Create a University-wide campaign on student-centered academic success, focused on increasing time spent outside of the classroom between faculty and students.
- d) Increase Academic Enhancement Center (AEC) support by 25% over the plan for students in most challenging courses (determined by failure and drop rates).
- e) Implement peer mentoring program in first-year residence halls.

Goal 3: Increase the number of students who graduate in six years by 2% over the course of this plan.

- a) Increase the number of four-credit courses offered to first and second-year students.
- b) Develop a program that enables students to contract for a range of graduation plans: three, four, six and eight years.
- c) Develop appropriate tuition and financial aid packaging for flexible graduation plans.
- d) Increase offerings in summer school for those courses with highest academic year drop out rates.
- e) Offer tutorial sections in those foundational courses known to have high failure or drop out rates.

Goal 4: Develop a University-wide new and invigorated focus on students.

- a) Expand the Memorial Union web page to include all campus events and programs for students—art, theatre, music, athletics, residential life, student life, multicultural center, etc.
- b) Secure funding and complete construction designs for an additional 600 beds on campus in the apartment format.
- c) Rehabilitate and convert the Roger Williams dining facility into the campus “Wellness Center.”
- d) Develop robust opportunities for students to connect with campus programs, peer groups, and URI traditions.
- e) Increase the number of student employees through creation of a web-based clearinghouse for student employment opportunities on all University campuses.

2. Strategic Initiative 2: Improve the fiscal health of the University

Goal 1. Enhance total annual non-state revenue by 15% over the course of the plan

- a) Tuition and fee income will increase by 5% per year, net of institutional financial aid.

- b) Capital Campaign will make public its goal of \$100M and have commitments in lead and major gifts of \$80M by the end of FY09.
- c) Over the course of the plan, the University's auxiliary and enterprise accounts will contribute \$1M to University need-based financial aid.
- d) The University will sell selected unused real estate totaling \$5M over the course of the plan and add that money to endowment dedicated to need-based financial aid.
- e) The University will establish new revenue streams totaling \$3M from the use of real estate.

Goal 2. Increase public financial support for the University

- a) The University's total externally funded research will increase to \$90M by the end of FY09.
- b) Rhode Island Capital Fund support of asset protection at the University will increase to 7% of current value per year.
- c) Rhode Island state support of the University will increase by at least 4% per year in general revenue.
- d) Rhode Island will approve general revenue bonds for a new pharmacy building in 2006. They will also approve general revenue bonds for a new nursing building and a new chemistry building in FY08. In 2008, we will also ask the voters to approve a major rehabilitation of the Fine Arts Center.

Goal 3. Enhance fiscal stability

- a) Implement State approval to carry over funds from year to year.
- b) Establish our own version of "responsibility-centered management" empowering administrators, faculty and staff to make operating decisions consistent with our vision and mission and in furtherance of this plan.
- c) Establish a preventative maintenance program that takes into account the normal rates of deterioration and is funded by a fixed capital funding source (see Goal 2,b above).
- d) Implement our energy performance contract to use energy savings to pay for necessary equipment and facility upgrades with no negative impact on current year budgets.
- e) Establish the URI Foundation as the University's fundraising arm and support the URI Foundation Board in fulfilling its expanded mission.

3. Strategic Initiative 3: Create a more inclusive environment

Goal 1. Increase the enrollment, retention and graduation rates of underrepresented groups, including students with disabilities.

- a) Increase institutional financial aid to students with need by \$3M over the course of the plan.
- b) Each undergraduate college will develop a bridge program to support success for all students in its "gatekeeper" courses (i.e., those with high failure rates).
- c) As part of an overall University assessment, a review of strategies and outcomes will be conducted in Talent Development, the Multicultural Center, the GLBT Center, Disability Services, the Women's Center, the Academic Enhancement Center, and the Center for Student Leadership, and the consequent recommendations funded as appropriate.
- d) Increase membership participation of underrepresented students in existing

- student leadership and organization training.
- e) Each undergraduate college will develop and implement an alumni mentoring program that increases interaction between students and alumni from underrepresented groups.

Goal 2. Increase hiring and retention of faculty and staff from underrepresented groups, by Divisions.

- a) Develop strategies to increase recruitment and retention of staff from underrepresented groups based upon national best practices.
- b) Many University employees enter full-time positions from temporary or interim positions. To increase minority hires, we will develop and maintain a pool of résumés from underrepresented groups to hire into temporary, interim positions. The goal is to hire staff from underrepresented groups for all temporary appointments.
- c) Create a mentor system for new hires from underrepresented groups.
- d) We will support and mentor “grow our own” graduate students from underrepresented group for professional positions within the University.
- e) Conduct a comprehensive utilization analysis of underrepresented groups, based on national data, to determine appropriate diversity hiring targets for staff and faculty.
- f) Work with OHE/BOG to develop a policy position on the creation of one inclusive/unified employment service for all employees.
- g) In conjunction with the Alumni Association, actively recruit and retain persons of color as members of the Alumni Association Board and key committees. Goal of ten set for 2006-07.

Goal 3: Create a visible and vibrant institutional commitment to multicultural competence (awareness, knowledge, skills).

- a) Develop a comprehensive URI Diversity Climate Assessment program with methods and instruments, beginning with existing data and developing new sources.
- b) Develop and offer faculty and staff “cultural competence” training.
- c) Strengthen the advising of multicultural student organizations to enhance the leadership and organizational skill of multicultural students.
- d) Revitalize Rainbow Diversity House programming commitment.
- e) Identify external funding sources to support programs.

Goal 4: Improve the physical environment to promote diversity and inclusion.

- a) Audit the physical environment and survey students, staff and faculty to determine opportunities to make the environment more conducive to inclusion.
- b) Enhance the multicultural ambience of campus living units (e.g., décor, recognition of holidays...).
- c) Identify a better facility and location for GLBT Center.
- d) Identify resources to address maintenance needs for the Talent Development and the Multicultural Center facilities.
- e) Complete fund raising and design of the new International Education Center.

Goal 5: Increase minority involvement in Development and Alumni Affairs.

- a) Aggressively seek minority (persons of color) candidates for professional positions within the Division.
- b) Utilize all Advancement communications to demonstrate the achievements and the participation of women and persons of color (alumni, faculty, and students) as well as publicize URI programs that promote diversity. Those communications include, but are not limited to, QuadAngles, inAdvance, fund raising literature, stewardship materials, special events, and media/news stories.
- c) Develop Alumni Relations programming that attracts and involves women and persons of color.
- d) Involve more persons of color and women as donors to the University and as volunteers in the fund raising program
- e) Involve persons of color on the Division's Communications Advisory Council (by 10%.
- f) Increase the participation level of undergraduate minority students by 5% in the Student Alumni Association

4. Strategic Initiative 4: Improve the efficiency and effectiveness of research and outreach support

Goal 1: Provide facilities, systems and resources with improved support to meet the research needs of the University.

- a) Develop a long-term vision for research at URI and propose a strategic plan and roadmap to accomplish that vision.
- b) Develop an endowed, dedicated fund of \$10M to support research startup. This would be the first step in building a much larger research endowment in the future.
- c) Develop business systems that support the work of the researchers at URI and reduce paperwork and time in process for such activities as purchasing, hiring and payroll, providing PI's simple access to grant accounting information.
- d) Continue work toward establishment of a research park and a research foundation.
- e) Support the advancement of women and students of color in the research enterprise.

Goal 2: Increase capability and productivity in the areas of entrepreneurship, technology transfer and commercialization.

- a) Consolidate responsibilities and resources for activities in these areas under the Vice Provost for Research.
- b) Increase the generation of patents and licenses by educating faculty and graduate students on the process of taking ideas from the bench to the commercial sector.
- c) Establish capabilities within the Research Office to create and provide incubator space in the University's Research Park in support of new company creation by faculty.
- d) Divert revenues generated from technology transfer and commercialization to more directly support the creation and commercialization of URI intellectual property.

Goal 3: Increase the size and competitiveness of graduate programs.

- a) Establish priorities among graduate programs using the AIIM process.
- b) Examine the organization of graduate programs and make changes to improve national competitiveness.

- c) Develop mechanisms that allow us to raise the graduate student stipend level to be more competitive regionally and nationally (with appropriate consideration of collective bargaining issues).
- d) Provide faculty support for targeted recruiting days added to international trips and conference travel.
- e) The Graduate School will develop recruitment packages for individual programs and assist masters and doctoral programs in developing effective marketing tools for specific programs.
- f) Support REUs for undergraduate research and other opportunities to grow our own graduate students with an emphasis on underrepresented groups. Develop exchange partnerships with other institutions to provide a breadth of experience.

VI. ADDITIONAL GOALS FOR 2006-2007

1. Academic Affairs

- a) Rebuild Provost's Staff with new members. The Provost's Staff includes the Vice Provost for Academic Affairs, the Assistant Provost, the Vice Provost for Research, Graduate Studies, and Outreach and Dean of the Graduate School; the Vice Provost for Information Technology Services, and the Vice Provost for Urban Programs.
- b) Complete key administrative searches including Vice Provost for Research, Graduate Studies, and Outreach and Dean of the Graduate School, Dean of the College of Business, and Dean of University Libraries.
- c) Continue to work on enhancing the marketing strategy for Summer Session 2007.
- d) Continue efforts on outcomes assessment (see update on page 13, number 4).
- e) Find more meaningful and transparent ways to use the AIIM model for program evaluation, centrality to mission and investment.
- f) Implement Plan of Work for next ten-year accreditation visit in 2007 by the New England Association of Schools and Colleges (NEASC). This includes completion of the Self-Study.
- g) Increase and support graduate faculty engagement in recruitment of international students through partnership between and among the Graduate School and Office of International Education, and the colleges and departments.

2. Student Affairs

- a) Continue to increase the number of living-learning opportunities for students. Weldin and Barlow Halls will serve first-year students who are undecided majors beginning Fall 2006. An Honors Program living-learning unit will be initiated this fall and a group of upperclass students from the College of Environmental and Life Sciences will form a new living-learning community in our new apartment-style residence hall.
- b) Complete the residence hall renovation project, open a new dining hall in January 2007, and occupy the new ambulance corps building in September 2006.
- c) We will initiate and complete the design of Roger Williams Dining Hall for use as a new student recreation and wellness center.
- d) We will begin the design of an additional 600 beds on the Kingston Campus and will develop a strategy for the renovation and future use of the Complex Residence Halls: Aldrich, Burnside, Coddington, Dorr, Ellery, and Hopkins.

- e) We will create and implement a learning outcome assessment program for every department in the Student Affairs Division.
- f) We will develop, support, and fund programs designed to increase out-of-classroom interaction among faculty, staff, and students.
- g) We will work to increase involvement opportunities for students in student organizations, in on-campus employment, and in internships and co-op educational opportunities.

VII. SUMMARY AND CONCLUDING REMARKS

All in all, the University had a good year, despite significant challenges in the budget. Last year I noted the positive impact of enrollment growth, a view underlined this year when growth was marginal. The challenge of financing the University was made more difficult by the budget proposed by the Executive Branch in the Fall and the promise (later fulfilled) of a mid-year reduction in the FY06 appropriation. In the end, however, several of the cuts in the Executive budget request for FY07 (e.g., asset protection) were restored in the General Assembly.

The University is, of course, an institution that is highly tuition dependant, a dynamic very evident in the funding pattern emerging. Looking back over the past three years of state funding, we see that our increase has been only six-tenths of one percent (.6%) during which time tuition increased by some 35% (calculated differently, tuition and mandatory fees by 24%). It is fair to say that most of the State's contribution to the operating budget now serves to buy down the cost of attendance for Rhode Island residents by about 70% of the average cost of delivering a college education at URI to them. But it is still not enough, particularly for the poorest among us. Financial aid for our students and their families—residents and non-residents--has become the single most important factor in the University's future.

On the other hand, the University continues aggressively to rebuild the infrastructure of the campuses. Building is everywhere, itself giving the community a sense of forward momentum. We have a chance in November to keep this ball rolling through passage of the bond referendum for a new home for the College of Pharmacy. These new and renewed buildings will also make us more and more attractive to students, hence helping to stabilize the operating budget.

I was gratified in December by the Board's action in offering me another three year term of office. While my tenure has been long, I have the passion and commitment to lead the University in adapting to change, of which there has been no shortage. Even greater change lies on the horizon, evident in the work of the Spelling Commission in Washington. America is awakening to the possible loss of economic world leadership, as other nations build their economies by investing in education. America will expect more and more of its universities, and URI has to lead, not by doing more than our larger and better financed sister institutions but by being more creative and imaginative in the way we do things. This was the hallmark of our work in the middle '90s, and it is time to change the paradigm yet again. (To do so, we will also have to change the way the State of Rhode Island does business, as the future belongs to the agile.) I am honored to have the chance to lead a great faculty and staff through these changes.