

University of Rhode Island Strategic Plan: 2006-2009 Steps Toward Transformation

Vision

In our quest for knowledge, the University of Rhode Island is building a new culture for learning. We will share in the power of discovery through collaborative teaching, learning and research, and through independent inquiry and free speech. This culture generates a spirited public life for our students, who will become engaged and productive leaders. Our research, scholarship, critical analysis and creative expression serve Rhode Island, the nation and the world. In this evolving future, our commitment to continuous improvement and high quality will guide our decisions.

The University community respects the dignity of each individual, valuing the diversity among us. We demand of ourselves uncompromising integrity, with imagination and pride evident in every aspect of our work.

Mission

The University of Rhode Island is the State's public learner-centered research university. We are a community joined in a common quest for knowledge. The University is committed to enriching the lives of its students through its land, sea, and urban grant traditions. URI is the only public institution in Rhode Island offering undergraduate, graduate, and professional students the distinctive educational opportunities of a major research university. Our undergraduate, graduate, and professional education, research, and outreach serve Rhode Island and beyond. Students, faculty, staff, and alumni are united in one common purpose: to learn and lead together. Embracing Rhode Island's heritage of independent thought, we value:

- *Creativity and Scholarship*
- *Diversity, Fairness, and Respect*
- *Engaged Learning and Civic Involvement*
- *Intellectual and Ethical Leadership*

Endorsed by the URI Faculty Senate October 20, 2005; Approved by the President November 1, 2005;
Approved by the Board of Governors for Higher Education January 23, 2006

Organizational Values

Guiding foundational values

as articulated by the JSPC, 2004

As a community of learners, we believe in:

- Excellence and distinction in teaching, research, outreach, and service.
 - We will promote and further University areas of excellence and distinctiveness.
 - We will use a qualitative/quantitative analysis to identify, develop and promote excellence. (AIIM)
 - We are committed to providing strong undergraduate and graduate programs.

- An inclusive environment that values diversity, openness, and fairness.

- Excellence in our students
 - We will attract high quality students.
 - We will transform lives through education, ensuring an enlightened citizenry for RI and beyond, and helping all students reach their level of excellence.

- The knowledge gained through using learning outcomes and assessment.

- A commitment to affordability and accessibility.

- University campuses that reflect our commitment to sustainability, aesthetics, and progress, creating a New England collegiate environment in Kingston and Narragansett and an urban learning experience in Providence.

- A commitment to our heritage as a land grant, sea grant, and urban grant institution.

The Strategic Plan: Steps Toward Transformation
Initiatives

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The Strategic Plan: Steps Toward Transformation

*(*Unless otherwise stipulated all metrics relate to the final year of the three year strategic plan)*

University-Wide Initiative 1: Enhance student recruitment, retention, involvement 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.

Strategies:

- A. Develop and implement an annual Enrollment Management Strategic Plan that delineates demographic projections, enrollment targets, strategies, and yield goals.
- B. Develop an integrated marketing and communications plan to capitalize on URI strengths, opportunities, and new programs including establishing a URI brand position in the marketplace, and a complete redesign of the University website tailored to students, prospective students, and visitors.
- C. Increase institutional financial aid to realize a competitive average tuition discount rate.
- D. Increase institutional financial aid to students with need by \$1M over the course of the plan.
- E. Build the undergraduate programs offered at the Providence Campus, consistent with the enrollment targets set by the Faculty Senate.
- F. Promote simultaneous admission to CCRI and URI.
- G. Complete study of the optional use of SAT/ACT scores for all applicants, and implement a plan consistent with the conclusion of that study by the fall of 2008.
- H. Implement recommendations from the Minority Retention Study Commission and the URI Retention Task Force.
- I. Advance high school recruiting programs that actively involve faculty, Student Affairs staff, student leaders, and alumni.
- J. Study the melding of Admissions, Enrollment Services and University College in order to develop a more efficient and seamless process for student enrollment, matriculation and graduation.
- K. Create integrated programming among Advancement, Admissions, and Athletics to build a student recruitment and alumni relations program that takes URI into geographical areas with favorable student demographics and where URI alumni are based.
- L. Develop a mechanism for graduate faculty to be more integrally involved in the recruitment/admissions of graduate students.

Metrics:

- 1. Applications and enrollments of new freshmen and transfer students have increased by 5%.
- 2. Graduate student enrollments have increased by 10%.
- 3. Average SAT/ACT average scores in reading and math for first-year students have increased to 1120. SAT writing test is used for post admissions assessment purposes.
- 4. Minority student population has increased by 10%.
- 5. Centennial Scholarships and endowed merit-based scholarships awarded have

increased by 15%.

6. The URI tuition discount rate is equal to the average rate of New York, New Jersey and New England land-grant universities.
7. 35% of recruiting programs include faculty, student leaders, alumni, and/or Student Affairs staff.

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

Strategies:

- 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. Improve tenure track/adjunct ratio by hiring at least 6 new faculty members over the course of the plan and redirect efforts so that a greater percentage of tenure track (or experienced) faculty teach general education courses.
- C. Develop need-based financial aid program(s) for second-year students.
- D. Create a University-wide campaign on student-centered academic success, focused on increasing time spent outside of the classroom between faculty and students.
 1. Develop recommendations, provide support, and allocate resources to faculty to host out-of-class programs, events, and opportunities that promote interaction between students and faculty.
 2. Increase University sponsored events that promote this interaction.
 3. Develop places on campus conducive to and marketed for this purpose.
 4. Develop support structures for faculty and students to participate in such programs and events.
 5. Develop a comprehensive advising plan that includes provisions for advisor training.
- E. Increase Academic Enhancement Center (AEC) support by 25% over the plan for students in most challenging courses (determined by failure and drop rates).
- F. Increase student participation in living/learning communities over the course of this plan.
- G. Integrate and increase learning partnerships within the Division of Student Affairs and with other divisions and campuses, including the Alan Shawn Feinstein/Providence Campus.
- H. Implement peer mentoring program in first-year residence halls
- I. For freshmen, increase number of class sections of twenty-five students or fewer by 3% over the plan.
- J. Improve student internship and employment opportunities and experiences.
- K. Restructure hours dedicated to advising in each Dean's office to include evening hours on at least one day each week during the semester.

Metrics:

1. Freshman to sophomore retention rate has increased to 84%.
2. Student participation in living/learning communities has increased by 20%.
3. Student use of the AEC has increased 15%.
4. The ratio of large lecture classes to small classes per freshmen has improved.
5. Advisor/student ratio has improved to ensure that each advisor has no more than thirty advisees.

6. Student internship and internal employment opportunities have increased by 5%.
7. Student survey results indicate time spent outside of class with faculty has increased each year of the plan.

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

Strategies:

- A. Increase the number of four-credit courses offered to first and second-year students.
- B. Offer a continuous enrollment option (academic year plus summer) that includes financial aid and scholarship support based on credits earned.
- C. Develop a program that enables students to contract for a range of graduation plans: three, four, six and eight years.
- D. Develop appropriate tuition and financial aid packaging for flexible graduation plans.
- E. Encourage incoming students to begin studies in the summer immediately following high school graduation.
- F. Provide electronic alerts to students who have fallen behind in credits earned and urge them to enroll in summer school.
- G. Increase offerings in summer school for those courses with highest academic year drop out rates.
- H. Offer tutorial sections in those foundational courses known to have high failure or drop out rates.
- I. Increase the effectiveness of mentoring, career and personal advising, and leadership development throughout the student's entire experience.

Metrics:

1. Six-year graduation rate has increased 2%.
2. Summer school enrollment has increased 5% each year with a total increase of 15% over the course of the plan.
3. Number of students carrying fifteen credits or more per semester has increased by 7%.
4. Number of four-credit courses has grown by 20%, enabling first and second-year students to enroll for sixteen hours in four courses a semester.
5. 100% of high-risk courses have tutorial support programs. The failure rate in high-risk courses has decreased by at least 10%.
6. Participation in mentoring and advising programs has increased by at least 10%.
7. Summer school offering for courses with high withdrawal rates has increased by 5%.

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

Strategies:

- A. Support the growth and depth of the Honors Program, including appointing a new director of national scholarship preparation. Use the Honors Colloquium as a focal point for the academic year and increase promotion of the speakers series.
- B. Provide a more attractive and efficient point of initial contact with the University by combining or centrally locating the Information and Visitor Centers.
- C. 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.
- D. Secure funding and complete construction designs for an additional 600 beds on campus in

- the apartment format.
- E. Create an attractive and inviting campus by improving the appearance of the campus landscape and providing building maintenance to meet academic need and safety.
 - F. Ensure that all new construction promotes recreation, wellness and out of class social interaction.
 - G. Complete construction already authorized and funded for Independence Hall and Lippitt Hall.
 - H. Rehabilitate and convert the Roger Williams dining facility into the campus “Wellness Center.”
 - I. Provide the right complement/capacity of new and rehabilitated facilities to match academic programs.
 - J. Develop robust opportunities for students to connect with campus programs, peer groups, and URI traditions.
 - K. Increase the number of student employees through creation of a web-based clearinghouse for student employment opportunities on all University campuses.

Metrics:

- 1. The Honors Program will be fully staffed and will reside in new and improved space.
- 2. We will see significant improvement in URI results on the *National Survey on Student Engagement*.
- 3. New construction initiated by 2009 so as to house 50% of total undergraduate student population.
- 4. There will be a 10% increase in campus social interaction/networking spaces across campus.
- 5. The number and capacity of facilities to match curriculum needs is demonstrably improved.
- 6. The design for conversion of Fogarty Hall to new academic uses is completed.
- 7. Wellness Center design is complete.

University-Wide Initiative 2: Improve the fiscal health of the University

Goal 1: Enhance Total Annual Non-State Revenue by 15% over the course of this plan.

Strategies and related metrics:

- 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. Distribution of endowment income by the URI Foundation to the University will be no less than 5% per year.
- D. Division of Student Affairs will increase grants and donations to support programs by 10%.
- E. Over the course of the plan, the University’s auxiliary and enterprise accounts will contribute \$1M to University need-based financial aid.
- F. University will sell selected unused real estate totaling \$5M over the course of the plan and add that money to endowment.
- G. University will establish new revenue streams from the use of real assets totaling \$3M.
- H. Intellectual property sales and licenses will total \$5M.

Goal 2: Increase public financial support for the University.

Strategies and related metrics:

- A. The University's total externally funded research will increase to \$90M by the end of FY09.
- B. We will secure earmarked federal funding averaging \$3M per year over the course of this plan.
- C. Indirect cost recovery from public grants and contracts will total \$13.5M per year at the end of FY09.
- D. Rhode Island state support of the University will increase by at least 4% per year in general revenue.
- E. Rhode Island Capital Fund support of asset protection at the University will increase by 7% per year.
- F. Rhode Island will approve general revenue bonds for a new pharmacy building, a new nursing building and a new chemistry building totaling \$140M. In 2008, the voters will approve a major rehabilitation of the Fine Arts Center.

Goal 3: Enhance fiscal stability

Strategies and related metrics:

- A. Manage University resources to maximize student satisfaction and faculty productivity. We will develop and implement more powerful and timelier feedback loops to allow for continuous improvement that meets the needs of our constituents as they define them.
- B. Gain State approval to carry over funds from year to year. Secure this authority first for federally funded research programs in 2007 and for other funds by the completion of this plan.
- C. 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. The ability to carry over funds is the first step.
- D. Establish a preventative maintenance program that takes into account the normal rates of deterioration and is funded by a fixed capital funding source.
- E. Develop an energy performance contract to use energy savings to pay for necessary equipment and facility upgrades with no negative impact on current year budgets.
- F. Establish the URI Foundation as the University's fundraising arm and support the URI Foundation Board in fulfilling its expanded mission.

University-Wide Initiative 3: Create a more inclusive environment

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

Strategies:

- A. Increase institutional financial aid to students with need by \$1M over the course of the plan.
- B. Develop need-based financial aid program(s) for second year students.

- C. Develop a program that enables students to contract for a range of graduation plans: three, four, six and eight years.
- D. Develop appropriate tuition and financial aid packaging for flexible graduation plans.
- E. Develop and present a checklist and best practices instrument for assessing needs, developing and evaluating programs and progress towards diversity goals.
- F. 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).
- G. 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.
- H. All course syllabi and campus announcements/flyers will identify the availability of accommodations for students with disabilities.
- I. Develop a funded program that increases out-of-class time students spend with faculty.
- J. Increase membership participation of underrepresented students in existing student leadership and organization training.
- K. Each undergraduate college will develop and implement an alumni-mentoring program that increases interaction between students and alumni from underrepresented groups.
- L. Each academic department, working with the Alumni Association, will develop a career/majors-mentoring program involving alumni and other mentors from underrepresented groups.
- M. Student Affairs will target a specific high school to maximize impact and establish an ongoing relationship between Student Affairs’ staff and participating students in that high school.

Metrics:

- 1. Total enrollment of students from underrepresented groups will increase 3.3% annually, 10% over the course of the plan.
- 2. Sophomore to junior retention of students from underrepresented groups will increase by 2% annually.
- 3. Graduation rates at six years of students from underrepresented groups will increase by 2% annually.

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

Student Affairs:

Strategies:

- 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. Build an active and current résumé file of potential employees from underrepresented groups who can be recruited into hiring pools.
- D. Identify graduating students or new staff from underrepresented groups and recruit and nurture their career (“grow your own”).
- E. Explore semester or yearlong staff exchanges with diverse colleagues from other institutions.
- F. Create a mentor system for new hires from underrepresented groups.
- G. Establish a Student Affairs mentor program for new employees.

Metrics:

1. An increase of 5% of staff members from underrepresented groups has been achieved.

Academic Affairs

Strategies:

- A. When the opportunity arises to hire a qualified individual from an underrepresented group, we will move forward to employ that person, if in the judgment of the Provost an appropriate vacancy within that department or program is projected within the next three years.
- B. We will support and mentor “grow our own” graduate students from underrepresented group for professional positions within the University.
- C. Develop and maintain a pool of résumés of individuals from underrepresented groups to hire into interim/monthly/temporary staff positions (See Student Affairs strategies above.)
- D. Plan a dual career couples program for faculty and staff that includes a regularly updated list of searches in the area.
- E. Develop an assessment program to learn why individuals leave URI employment.

Metrics:

1. The number of underrepresented faculty and staff in Academic Affairs has grown by 5%.
2. A “grow your own” program is in place and such individuals are recruited into the pool of candidates for appropriate faculty and staff positions.
3. A web-based pool of résumés of members of underrepresented groups who are interested in interim/monthly/temporary staff positions has been created and is operational.
4. Annual report of data gleaned from exit interviews about why individuals leave URI employment is available.

Division of Administration

Strategies:

- A. Conduct a comprehensive utilization analysis of underrepresented groups, based on national data, to determine appropriate diversity hiring targets for staff and faculty.
- B. Develop approaches to recruiting that increase the pool of underrepresented candidates available for positions in the classified service.
- C. Identify specific positions that are traditionally defined by gender and recruit to achieve better diversity.
- D. Promote technology training and professional development opportunities that would help advance the careers of employees from underrepresented groups.
- E. Work with OHE/BOG to develop a policy position on the creation of one inclusive/unified employment service for all employees.
- F. Through leadership in Human Resource Administration, enhance the workplace environment and develop family-friendly work policies that promote a positive environment for dual career couples and women in the workplace.

Metrics:

1. Appropriate targets established based on a comprehensive utilization analysis of underrepresented groups.
2. Increased percentage of underrepresented candidates realized for positions in the classified service.
3. Increased diversity achieved in traditionally gender represented positions.

4. Progress achieved on a system-wide employment service for all employees.
5. Family-friendly policies have been developed.

Division of Advancement

Strategies:

- A. Aggressively seek minority (persons of color) candidates for professional positions within the Division.
- B. Use 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.
- C. Develop Alumni Relations programming that attracts and involves women and persons of color.
- D. 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 10 set for 2006-07.
- E. Involve more persons of color and women as donors to the University and as volunteers in the fundraising program.
- F. Involve persons of color on the Division's Communications Advisory Council (at least 10%).
- G. Increase the participation level of undergraduate minority students by 5% in the Student Alumni Association.
- H. Create an undergraduate full-semester internship program earmarked for students of underrepresented groups.

Metrics:

1. Thirty students of color (out of a total of 90) serve as phone-a-thon callers in the Annual Fund program
2. Advancement communications routinely showcase women and persons of color, as do special events.
3. Participation of women and persons of color in donor participation rate and alumni events/programming settings reflects/corresponds to the female/male/persons of color ratio of the alumni base.
4. A female serves as Co-Chair of the Annual Fund, and at least four women serve on the Capital Campaign leadership committee.
5. Nine underrepresented alumni serve on either the Alumni Association Executive Board or its committees.
6. At least 10% of the Division's Communications Advisory council is from underrepresented populations.
7. Student Alumni Association participation reflects at least 10% minority students.

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

Strategies:

- A. Develop a comprehensive URI Diversity Climate Assessment program with methods and instruments, beginning with existing data and developing new sources.
- B. Each college will develop and implement programs to eliminate identified barriers and strengthen existing programming that foster feelings of inclusion.
- C. Chairs of college diversity committees meet regularly to share "pockets of excellence."
- D. Develop and offer faculty and staff "cultural competence" training.
- E. Assess current opportunities for awareness, education, and skill building (e.g., courses, co-curricular involvement, community service, programs).

- F. Assess staff and students' knowledge of opportunities and participation in them.
- G. Increase the quality and quantity of diversity and cultural competence training available to students, staff and faculty and develop new programs to enhance cultural competency attitudes, knowledge and skills.
- H. Develop marketing efforts to make these opportunities more visible and accessible. (University web page, brochures, event announcements, course catalog, and other University publications.
- I. Strengthen the advising of student organizations to enhance the cultural competence of student groups.
- J. Strengthen the advising of multicultural student organizations to enhance the leadership and organizational skill of multicultural students.
- K. Revitalize Rainbow Diversity House programming commitment.
- L. Enhance the Study Abroad Program and increase its outreach; increase number of students from other countries who study here.
- M. Ensure that residential education programs include activities promoting cultural competence every semester.
- N. Identify external funding sources to support programs.

Metrics:

- 1. In the Diversity Climate Assessment Survey, we will see an increase of 10% of students, staff and faculty who indicate "agreement" or "strong agreement" with the item: "I believe the faculty, staff, and administration exhibit sufficient sensitivity to the multicultural needs of the campus.
- 2. All departmental web pages will list at least one opportunity for enhancing multicultural competence.
- 3. All academic departments will have identified a minimum of five course offerings that include explicit opportunities for gaining multicultural competence.
- 4. 300 faculty members will have participated in cultural competence training.
- 5. Number of students who study abroad will increase by 5% annually.

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

Strategies:

- 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 fundraising and design of the new International Education Center.
- F. Diversify the display and use of art and design in facilities.

Metrics:

- 1. The Campus Master Plan Review Team will have reviewed the Master Plan and made adjustments to enhance inclusion.
- 2. Programming standards will have been developed for residence hall managers and resident assistants related to multiculturalism.
- 3. The GLBT Center will have been re-located to a place that is prominent, convenient and accessible.

University-Wide 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.

Strategies:

- A. Develop a long-term vision for research at URI and propose a strategic plan and roadmap to accomplish that vision.
- B. Improve planning and design of campus facilities that attract researchers.
- C. Develop an endowed, dedicated fund of \$10M to support research startup. This would be completed by the end of this plan and the first step in building a much larger research endowment in the future.
- D. 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.
- E. Develop a successful bond referendum campaign in the fall '06 to build three (3) new science buildings, and in the fall of '08 to rehabilitate the Fine Arts Center.
- F. Develop a funding strategy to maintain and renovate the new buildings.
- G. Develop a research foundation and research park, and identify investors willing to work with URI for a share of future profits.
- H. Secure earmarked federal funding for research and outreach averaging \$3M per year over the course of this plan.
- I. Support the advancement of women and students of color in the research enterprise.

Metrics:

1. Grant proposals submitted in each year of the plan have increased at least 3%.
2. Asset Protection program is funded to \$8M annually.
3. Total research expenditures at URI exceed \$90 million per year by June 30, 2009.
4. Total intellectual property income to the university exceeds \$5 million over the course of the plan.

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

Strategies:

- 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.

Metrics:

1. Patents and licenses have increased by 20%.
2. Incubator space has increased by 50,000 sq. ft.
3. Revenues from technology transfer and commercialization in support of URI intellectual property have increased by 50%.

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

Strategies:

- A. Examine the organization of graduate programs and make changes to improve national competitiveness.
- B. 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).
- C. Provide faculty support for targeted recruiting days added to international trips and conference travel.
- D. The Graduate School will develop recruitment packages for individual programs and assist masters and doctoral programs in developing effective marketing tools for specific programs.
- E. 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.

Metrics:

- 1. Graduate enrollment will increase by 3% a year over the course of this plan.
- 2. Three or more URI graduate programs will be ranked nationally in the top twenty-five programs in that field
- 3. Our baseline for graduate student support is defined and compared to a national standard. Progress toward reaching that standard is measurable.