

Rhode Island College



Strategic Planning 2010-2015

GOAL #1:

Foster and sustain rigorous academic and co-curricular programs that demonstrate student-faculty and student-staff collaboration, cultural inquiry and intellectual engagement.

GOAL #2:

Create a diverse, student-centered, and inclusive campus culture.

GOAL #3:

Optimize and sustain a welcoming and supportive physical environment that provides functionally effective and aesthetically pleasing teaching, learning, research, and gathering spaces.

GOAL #4:

Develop and achieve proactive, comprehensive and effective communications and interactions with internal and external communities.

GOAL #5:

Create and sustain a larger and more diverse set of revenue streams and resources that support the mission, development and long-term viability of the college

GOAL #6

Promote the college's role in the economic development of the state.

GOAL #1: ACADEMIC PROGRAMS

GOAL:

Foster and sustain rigorous academic and co-curricular programs that demonstrate student-faculty and student-staff collaboration, cultural inquiry and intellectual engagement.

OUTCOMES:

Student-faculty collaboration will:

- ⇒ Help students become part of a caring community
- ⇒ Inspire faculty dedication to their academic fields and their students
- ⇒ Increase student retention and attainment rates

Cultural inquiry will:

- ⇒ Demonstrate our commitment to diversity in curriculum, climate and pedagogy
- ⇒ Value the principles of American democracy and civic engagement
- ⇒ Shift the campus culture to value the lives and experiences of community members from underrepresented groups

Intellectual engagement will:

- ⇒ Develop open and inquiring minds demonstrated by graduates' broader perspectives about themselves and the world.
- ⇒ Encourage students to become life-long learners
- ⇒ Produce graduates who will be strong intellectual, cultural, social and economic resources for the state of Rhode Island.

OBJECTIVES:

1. Institute a first-year seminar to integrate students into the college experience
2. Expand college-readiness programs to support students in their efforts to engage in rigorous academic activities.
3. Revise the General Education program so that it has clearly stated goals and a plan of assessment for a curriculum that aligns with national expectations for knowledge, skills and abilities, and reflects the college mission and goals.
4. Increase and sustain the post- baccalaureate possibilities for students, including graduate programs, certificate programs and other professional development.

5. Increase and support study abroad opportunities for our undergraduate students, including better information for students about the value and practicalities of a study abroad experience.
6. Increase service learning in all disciplines in order to better serve our larger community, increase our visibility and enhance the learning opportunities of RIC students.
7. Explore the development of a center for civic engagement to coordinate co-curricular and curricular efforts across campus.
8. Establish a Center for Teaching and Learning to demonstrate and facilitate our systemic commitment to faculty development.
9. Conduct ongoing assessment of student academic needs and align academic resources including library, technology, facilities and staffing.
10. Develop and sustain off campus academic programs.
11. Explore opportunities for online learning.
12. Develop and support joint research opportunities — including fund-development, presentation and publication — for faculty/staff/student teams at the graduate and undergraduate levels.
13. Expand internship opportunities for students to develop job and life skills.
14. Explore a co-curricular portfolio option to recognize and encourage students who participate in learning experiences outside of the traditional classroom.
15. Enhance the intercollegiate athletic program to continue to support the success of student-athletes both on the athletic field and in the classroom .

GOAL #2: CARING COMMUNITY

GOAL: Create a diverse, student-centered, and inclusive campus culture.

OUTCOMES:

An inclusive, diverse campus culture will:

- ⇒ Enhance opportunities to develop open and inquiring minds
- ⇒ Encourage students to plan and participate in events
- ⇒ Build a strong alumni base for future involvement and philanthropic activities

Consistently making students a priority will:

- ⇒ Help students feel connected to RIC
- ⇒ Sharply increase the attainment of undergraduate degrees
- ⇒ Give all members of the community a shared sense of purpose

Valuing all members will:

- ⇒ Increase morale across campus by building our shared purpose
- ⇒ Enable all members to participate in making decisions that support the college mission
- ⇒ Increase communication at all levels and across all divisions

OBJECTIVES:

1. Create clear and coherent policies that are accessible to all and consistently applied.
 - review current policies
 - designate one person/office as keeper/updater of policies.
 - post all policies on web for easier searchability.
2. Establish RIC email as the official mode of communication.
3. Explore opportunity to give lifetime e-addresses to alumni.
4. Establish an online directory for students
5. Frequent communications to all potential students from recruitment through matriculation.
6. Work towards seamless coordination of Admissions and Orientation, with multiple connections with (potential) students: gatherings, emails, etc.
 - Create volunteer admissions support team to reach out to accepted students
 - Enhance involvement of other campus units in Orientation

7. Create more Welcome-to-RIC events
 - Students moving into dorms should have access to all services upon arrival
 - Establish a freshman/transfer/new student convocation with a keynote speaker
 - Create/publicize recurring events (“traditions”) to connect students and alums
8. Establish a high standard for universal advising
 - Reverse the current system whereby students must file to graduate so that students are evaluated and flagged for graduation eligibility beginning at 90 credits; include discussion of graduation information in advising sessions
9. Insure students have access to accurate, up-to-date information on all forms of financial aid, including scholarships offered by departments (all listed in one place on web).
10. Target efforts for those groups that currently have lower retention/attainment rates.
11. Make courses available at non-traditional times (nights, Saturdays) to accommodate student needs.
12. Determine best practices at aspirational peer institutions regarding food service, bookstore, Rec Center, student union, centers (Unity, Women’s, etc.) and adopt them at RIC
13. Make support offices accessible by reviewing open hours in relation to students schedules and determine best use of time/open hours (bookstore, records, etc.)
14. Encourage all faculty and staff to post photos in the RIC website directory.
15. Create universal criteria for identifying who counts as a “current student” to improve efficiency of communication and strengthen the caring community.
16. Create a regularly monitored physical and electronic suggestion box,
17. Revive a Faculty Center as a space for informal gathering across disciplinary boundaries.
18. Enhance faculty and staff development by:
 - elevating faculty and staff development to a coordinator-level function within the Office of Human Resources (as with benefits and affirmative action)
 - establishing and supporting orientation, training, and materials for all new college employees
 - encouraging formal and informal team-building and development groups and activities
 - soliciting “bottom-up” inputs from faculty, staff, and unions for effective development and internal marketing
19. Create and sustain co-curricular partnerships.
20. Establish a CD yearbook.

21. Provide a diverse recreation program that supports the broad fitness interests of the entire campus community.

GOAL #3: FACILITIES

GOAL:

Optimize and sustain a welcoming and supportive physical environment that provides functionally effective and aesthetically pleasing teaching, learning, research, and gathering spaces.

OUTCOMES:

Optimizing facilities will:

- ⇒ Support the aspect of the mission related to academic excellence
- ⇒ Facilitate a more cohesive and caring community
- ⇒ Elevate employee and student pride and morale
- ⇒ Assist in growing programs, e.g., continuing education, summer school, evening, and graduate programs
- ⇒ Deliver economic benefits to the institution

Consideration of issues of accessibility will:

- ⇒ Promote the college's service to nontraditional students
- ⇒ Assist in growing graduate programs, continuing education, and summer school
- ⇒ Increase the usage of underutilized facilities by outside groups
- ⇒ Improve logistics, i.e., traffic flow, parking, access to facilities, etc.

Emphasis on safety will:

- ⇒ Encourage community members and students to spend time on campus
- ⇒ Increase faculty, staff, and student engagement in the college community
- ⇒ Promote the college's accessibility to all people

Attention to sustainability will:

- ⇒ Bring RIC into the community of higher-education institutions that have embraced the principles of sustainability
- ⇒ Support the college's imperative of educating students in cultural inquiry and civic engagement
- ⇒ Reduce the college's expenditures and dependence on nonrenewal fossil fuels
- ⇒ Demonstrate the college's commitment to environmental responsibility

OBJECTIVES:

1. Ensure that each professional school has a dedicated facility, i.e., School of Nursing.
2. By 2015, all classrooms and laboratories will be updated: clean, well-lit, acoustically enhanced, heated/air-conditioned, dry, and enhanced with appropriate technology.
3. The campus will exhibit a sense of cohesiveness:
 - a. More navigable by foot, bike, or car
 - b. Accessible to students, surrounding community
 - c. Less car-dominated, served by campus shuttle
 - d. Better served by RIPTA
 - e. More clearly signed for visitors to navigate
 - f. Welcome centers/kiosks in key campus buildings
 - g. Building and ground designs functionally and aesthetically integrated (e.g., East Campus linked to Main Campus, Fruit Hill structures part of campus, pleasant gathering and reflecting places)
4. Historic status of East Campus will be recognized and used to good effect in college communications.
5. The campus will embrace the principles of sustainability, including:
 - a. Recycling
 - b. Energy efficiency
 - c. Transportation efficiency
 - d. Maintenance and enhancement of green spaces
 - e. Training and encouragement of all members of the RIC community to keep the grounds and buildings clean and well preserved
 - f. More trash barrels
6. Traffic patterns will be revised to ensure safer, smoother traffic flow and more alternatives for movement of people and cars into, out of, and around the campus.
7. Safety will be enhanced through:
 - a. Improved lighting where needed outside of buildings
 - b. Better markings of crosswalks for foot traffic
 - c. In-case-of-emergency signs in all areas
 - d. Emergency notification system in place
 - e. Clearly designated bus stops with shelter
 - f. Clear policy on parking of dormant RIPTA buses
 - g. Resolved HBS traffic issues during drop-off and pickup times
8. The maintenance and problem-reporting processes will be redesigned to accommodate both pro-active measures for improvement (e.g. daily checklists and periodic walk-throughs) and reactive responses to problems (e.g. improved work-order system).
9. To accommodate changing student population, access to facilities and services such as Records and dining services will be adapted to non-traditional hours and summer classes

for both students and faculty.

10. Adams Library will continue to grow its centrality as a resource for members both of the RIC campus and the surrounding community.
11. Food services will be compatible with the changing student population and lifestyle, including review and possible revision of:
 - a. Hours
 - b. Locations
 - c. Food choices
 - d. Pricing/quantity/menus
 - e. Policy on presence of national franchises on campus
 - f. Point system
12. Campus daycare facility will be more appropriate in its services and hours for staff and students.
13. Facilities for conferences and events will be expanded beyond Alger 110.

GOAL #4: COMMUNICATION

GOAL:

Develop and achieve proactive, comprehensive and effective communications and interactions with internal and external communities.

OUTCOMES:

Proactive communication will:

- ⇒ Effectively facilitate information flow both internally and externally
- ⇒ Provide structure and confidence in well-thought out policies and practices.
- ⇒ Strengthen the sense of caring community built on shared knowledge and understanding

Comprehensive communication will:

- ⇒ Nurture collaboration within the college community
- ⇒ Streamline efficiency in serving student needs
- ⇒ Promote appropriate access to resources and information

Effective communication will:

- ⇒ Sharpen our identity as a valued resource to the community at large
- ⇒ Inspire trust internally and externally
- ⇒ Enable the community to accomplish goals that embody the college mission

OBJECTIVES:

1. Develop clear, easily accessible communication channels to support and disseminate the work of all college committees.
2. Implement the Event Management System (EMS) to effectively coordinate all Rhode Island College events and room scheduling.
3. Assess and improve the systems of distributing news, current events and information to align them with the college mission and vision.
4. Institutionalize messages from the president to update the community on various topics.
5. Provide opportunity for professional development for students to support them in creating high quality student-produced media.

6. Create accurate, informed and accessible advising resources for students, faculty and staff as a part of the universal advising initiative.
7. Use the new logo to launch external communications that reinforce the College mission.
8. Utilize targeted media outlets to advertise RIC events and educational opportunities.
9. Target external communities with appropriate and effective communications..
10. Every campus entity (academic schools and administrative departments) will create its own strategic plan aligned with the College Mission and Vision and post it online.
11. Strengthen the library as a cultural and information center for the college
12. Tailor our communication channels to use new media to meet the needs of students as digital natives
13. Establish RIC email as the official means to college communication
14. Establish a platform-generic intranet communication plan for the college community.
15. Standardize college signage both on campus and off.
16. Install college maps and welcome kiosks across campus.
17. Create electronic bulletin board to announce student events at college entrances, on the quad.
18. Establish strong communications with alumni.

GOAL #5: RESOURCES

GOAL:

Create and sustain a larger and more diverse set of revenue streams and resources that support the mission, development and long-term viability of the college

OUTCOMES:

Increased revenue and resources will:

- ⇒ Provide increased financial support for the RIC nontraditional, diverse student population
- ⇒ Provide increased support for academic scholarships to outstanding students
- ⇒ Provide a faculty/staff workforce appropriately matched to the needs of the student population
- ⇒ Improve communication through state of the art technology
- ⇒ Support the development of academic programs (undergraduate including general education, graduate, and continuing education) that will meet the future economic development needs of the state and surrounding regions
- ⇒ Increase learning-living spaces where dialogue among students, faculty, staff, and alumni is promoted
- ⇒ Support RIC as an attractive option as an employer – “A Great Place to Work”
- ⇒ Provide unrestricted funds to support a broad range of RIC initiatives

OBJECTIVES:

1. Revenue streams and resources (time, space, in-kind donation, expertise) will be expanded, developed and engaged from the following:
 - a. Industry
 - b. Alumni
 - c. Private donors
 - d. Faculty/Staff
 - e. Foundations
 - f. State and federal agencies
 - g. Parents and families of RIC community

2. Alumni Office will be oriented to engage alumni in a culture of philanthropy and a recognition of intergenerational responsibility
3. The internal organizational structure will support philanthropic shared goals for all entities.
4. The relationship with donors will be enhanced through clear communication, ease of facilitating donor contributions through web and other entities, and recognition of donors and their contributions to the caring community
5. Technology will be used to save scarce resources
6. The process of eliciting proposals and funding will have clearly stated priorities, and will be inclusive and transparent.
7. Increase external faculty/staff research, development and training funding to \$15,000,000 by 2015.
8. Increase unrestricted funds to provide more support for the base.

Goal #6: State's Economic Development

GOAL:

Promote the college's role in the economic development of the state.

OUTCOMES:

Promoting the college's role in the economic development of the state will

- ⇒ strengthen the relationship between the college and the state's for-profit and not-for-profit entities
- ⇒ contribute to the net worth of the state (labor, technology and information, intellectual capital)