



**ONE COLLEGE.
ONE VISION.**



FUEL OUR COLLEGE'S UNDENIABLE STRENGTHS.

RHODE ISLAND COLLEGE STRATEGIC PLAN KICK-OFF MEETING | DECEMBER 13, 2019

AGENDA

- Introductions/Warm-up
- Overview of Strategic Planning Process
- Case for Change
- Next Steps



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OVERVIEW OF STRATEGIC PLANNING PROCESS

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DEFINITIONS

MISSION

What We Do

CORE VALUES

Values that Guide Our Work

STRATEGIC DIRECTIONS

Strategic Areas of Focus

GOALS

What We Want to Accomplish

STRATEGIES

How We Will Do It

PROGRESS MEASURES

How We Will Measure Progress



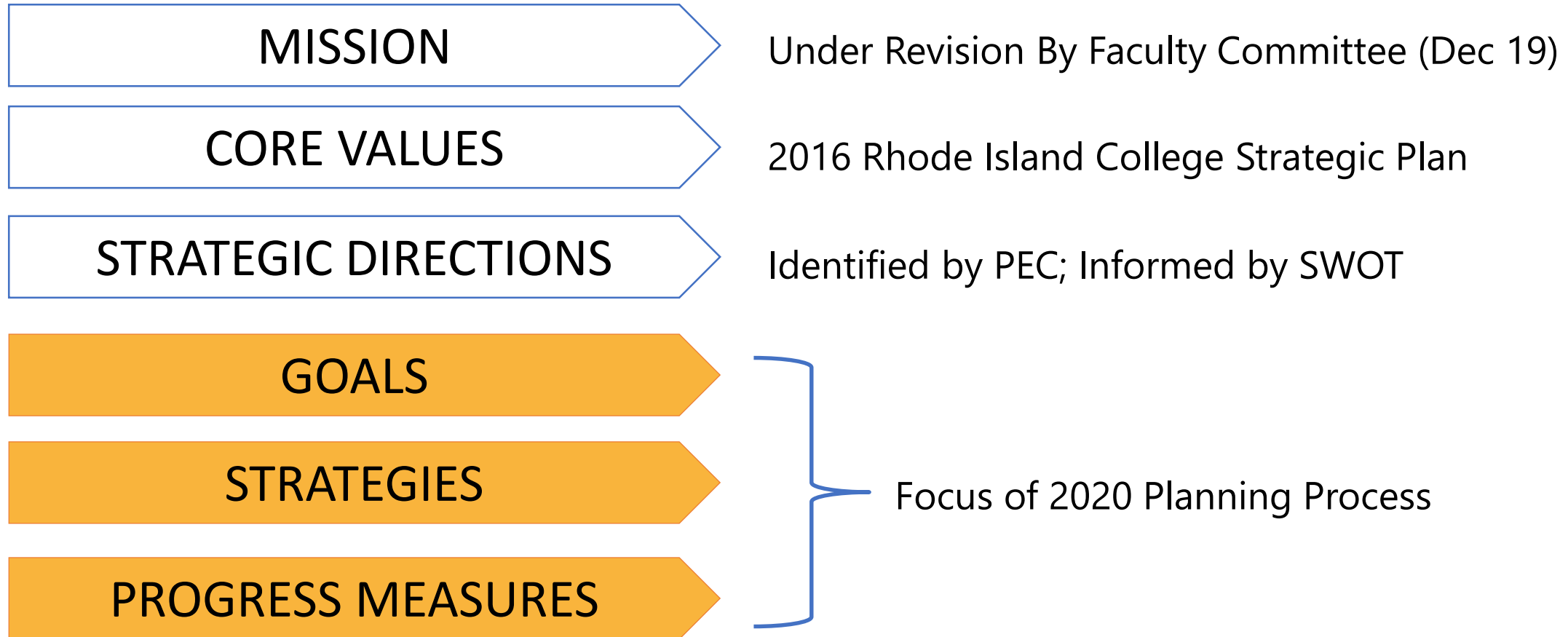
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STRATEGIC CONTEXT

For the Planning Effort



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MISSION

As a leading regional public college, Rhode Island College personalizes higher education of the finest quality for undergraduate and graduate students. We offer vibrant programs in arts and sciences, business and professional disciplines within a supportive, respectful and diverse community



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CORE VALUES

- Excellence and Innovation
- Access and Opportunity
- Student-Centered
- Diversity and Inclusion
- State and Community Leadership
- Transparency



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GOALS

For the Process

- **Inclusive with Strong Stakeholder Engagement** (town meetings, website, etc.)
- **Transparent** (posting of work products)
- **Research Informed and Data Driven** (EAB, Office of Institutional Research)
- **Innovative** (What Would Happen If.....?)



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Strengths, Opportunities, Weaknesses, Threats (SWOT)



Case for Change



Strategic Directions

Academic Excellence

Student Experience

Resource Generation
and Stewardship



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INTEGRAL THREADS

DIVERSITY | EQUITY | INCLUSION

COMMUNITY PARTNERSHIPS



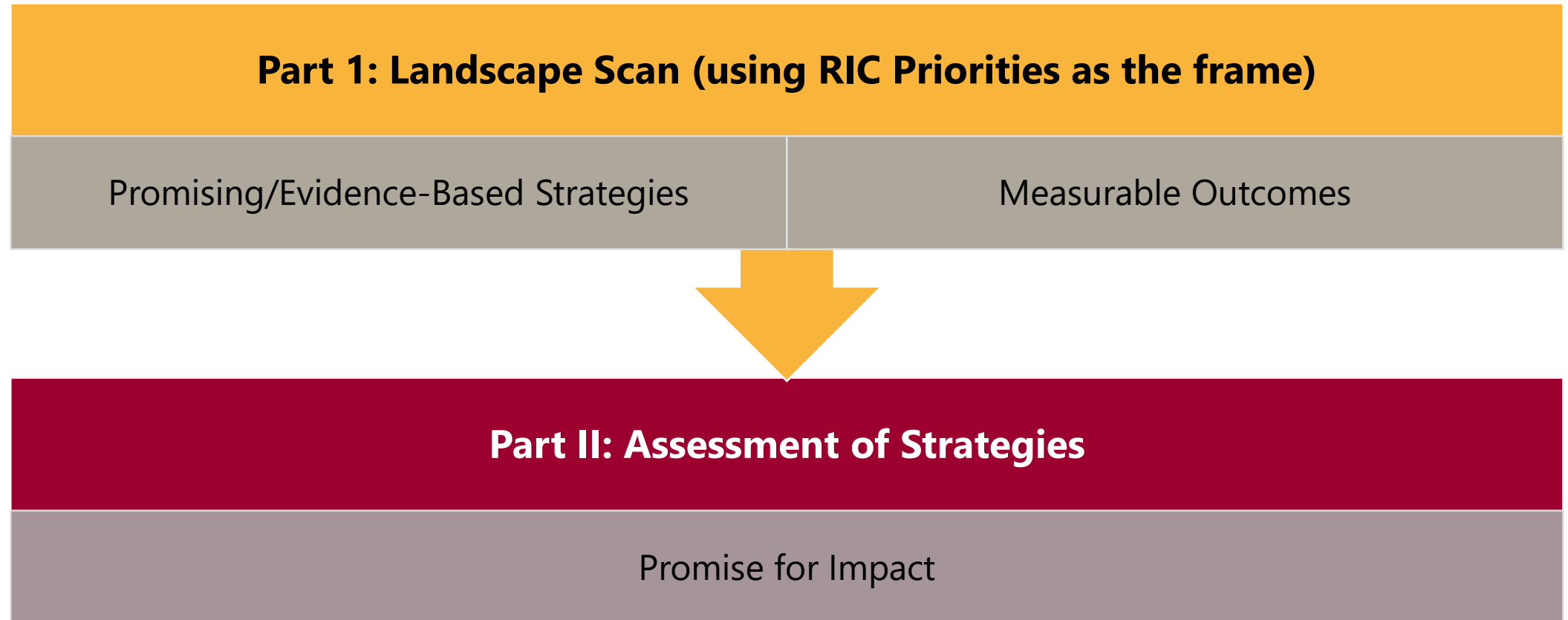
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RESEARCH SUPPORT

EAB/Office of Institution Research and Planning



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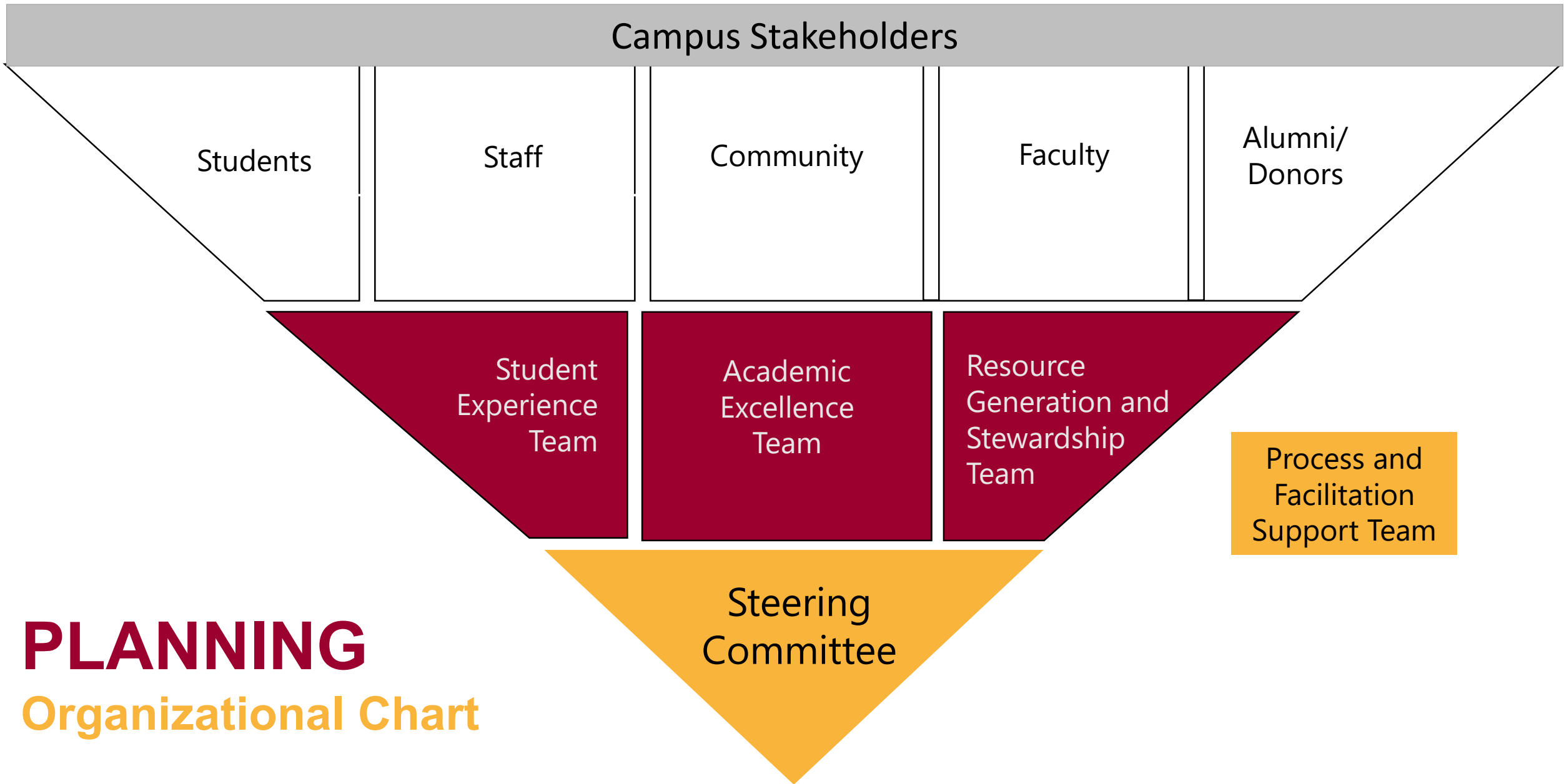
COMMUNICATION TOOLS

- Town Meetings
- Liaison to Existing College Groups/Committees (RIC Council, SCG, RIC Alumni Association, DDI, etc.)
- Email Messages to Stakeholders
- Website and Planning Email Address
- Campus Posters/Signage



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PLANNING ORGANIZATION CHART

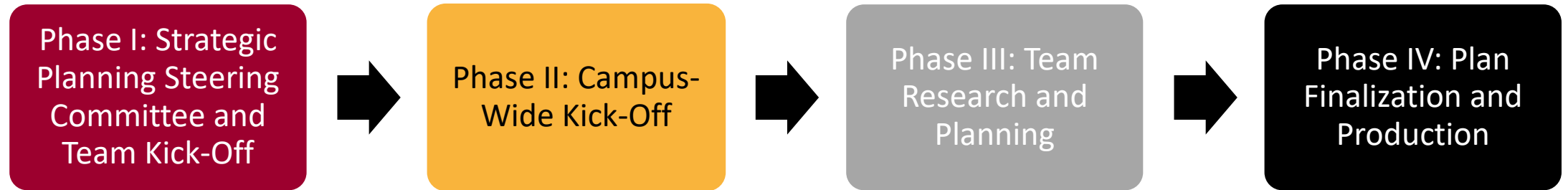


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PROCESS OVERVIEW



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PROCESS

Phase I: Strategic Planning Steering Committee and Team Kick-Off

- Design process and approach (Nov)
- Develop case statements (Nov/Dec)
- Orient Steering Committee and Teams (Dec)
- Develop communications plan (Dec)
- Engage research support (Dec)

Phase II: Campus-Wide Kick-Off

- Launch website and email (Jan)
- Town Meetings #1 (Jan)
- Joint Steering Committee Meeting – Core Values (Jan)
- Retreat – Outcomes (Feb)



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PROCESS (Cont'd)

Phase III: Team Research and Planning

- Teams research and develop strategies (Mar-May)
- Town Meetings #2 (Apr)
- Assess and prioritize strategies (May/Sep)

Phase IV: Plan Finalization and Production

- Draft plan (Sep/Oct)
- Town Meetings #3 (Oct)
- Plan approval (Nov)
- Copy edit/layout and design (Dec)

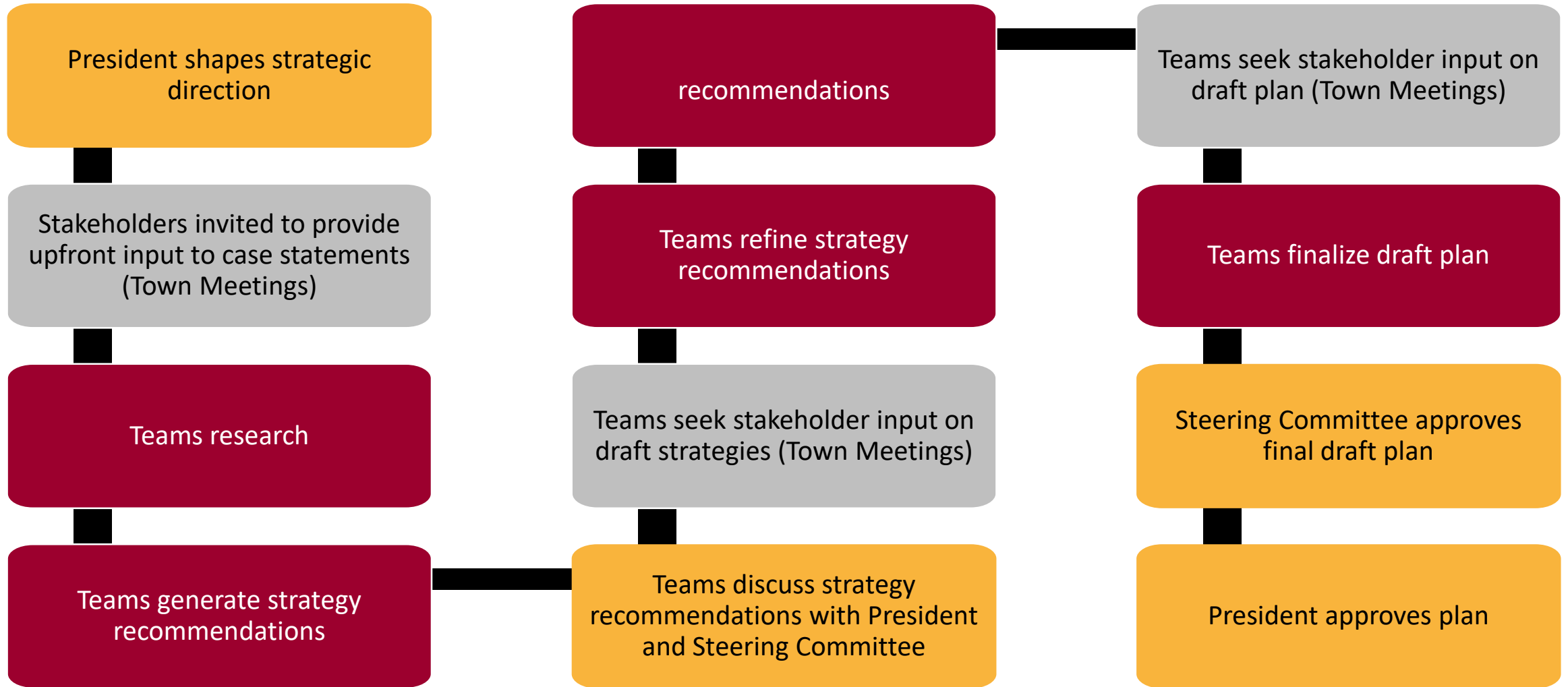


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FEEDBACK LOOP/PROCESS



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ROLES

Group	Role
Steering Committee	Oversee the process; ensures the work gets done Facilitates connections across teams Ensure stakeholder engagement Provides input to the team recommendations Approves the final draft plan
Teams	Researches and develops plan recommendations for Steering Committee
Support Team	Helps to manage, facilitate, and document
EAB/Office of Institutional Research	Provides data, information, and tools to inform the planning process
President's Office	Provides strategic direction Collaborates with the Steering Committee and Team Approves the final plan



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STEERING COMMITTEE CO-CHAIRS/TEAM CAPTAINS

Responsibilities

- Coordinate the overall activities of the Team (in partnership with facilitator)
- Participate in planning and preparing for meetings (in partnership with facilitator)
- Chair the meetings, and play a lead role in facilitating the process (in partnership with the facilitator)
- Communicate regularly with Team members:
 - Send reminders and requests
 - Deliver key messages
 - Address questions and concerns
 - Identify, gather and review information or data needed to support the process
- Anticipate and help mitigate potential issues or challenges.
- Ensure the timely progress and completion of the process deliverables (in partnership with the facilitator)
- Receive and respond to inquiries about the process from campus constituents.



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TEAM FACILITATOR

Responsibilities

- Coordinate the overall planning process (in partnership with the Steering Team Captains)
- Coordinate the activities of their respective Team (in partnership with Team Captains)
- Design and plan the group process and desired outcome (in partnership with Team Captains)
- Select the tools that facilitate group progress towards desired process outcomes
- Provide structure for effective discussions; encourage the group to expand and push their thinking and generate unique approaches and solutions
- Remain objective and neutral
- Ensure the timely progress and completion of the process deliverables (in partnership with the Team Captains)
- Document the work and provide a high-quality written product of the result



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TEAM MEMBER

Responsibilities

- Actively participate in meetings
- Review all reference materials
- Identify additional information that would be helpful to the process
- Engage with data and national best practices to inform thinking and meeting contributions
- Champion the effort and support the process



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CASE FOR CHANGE:

An Urgent Call to Action

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THE URGENCY OF OUR WORK

Since 2016, 21 private colleges and 33 public colleges across the U.S. have closed or been consolidated because they were unable or unwilling to:

- Adapt to changing environments
- Leverage technology
- Grow endowments or foundations
- Address declining enrollment
- Deploy effective strategies to meet the needs of students and the goals of their institution.



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UNDENIABLE STRENGTHS

- Potential to become a premier comprehensive public college
- Hardworking and resilient students
- Committed faculty and staff
- New academic centers of excellence
- Investments in physical plant
- Compelling value



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CALL TO ACTION

At Rhode Island College, we are at an inflection point:

- Operations costs outpacing revenue
- Declining Enrollment
- Non-traditional and commuter students seeking a more flexible education.
- Increased competition and innovation
- Changing economy

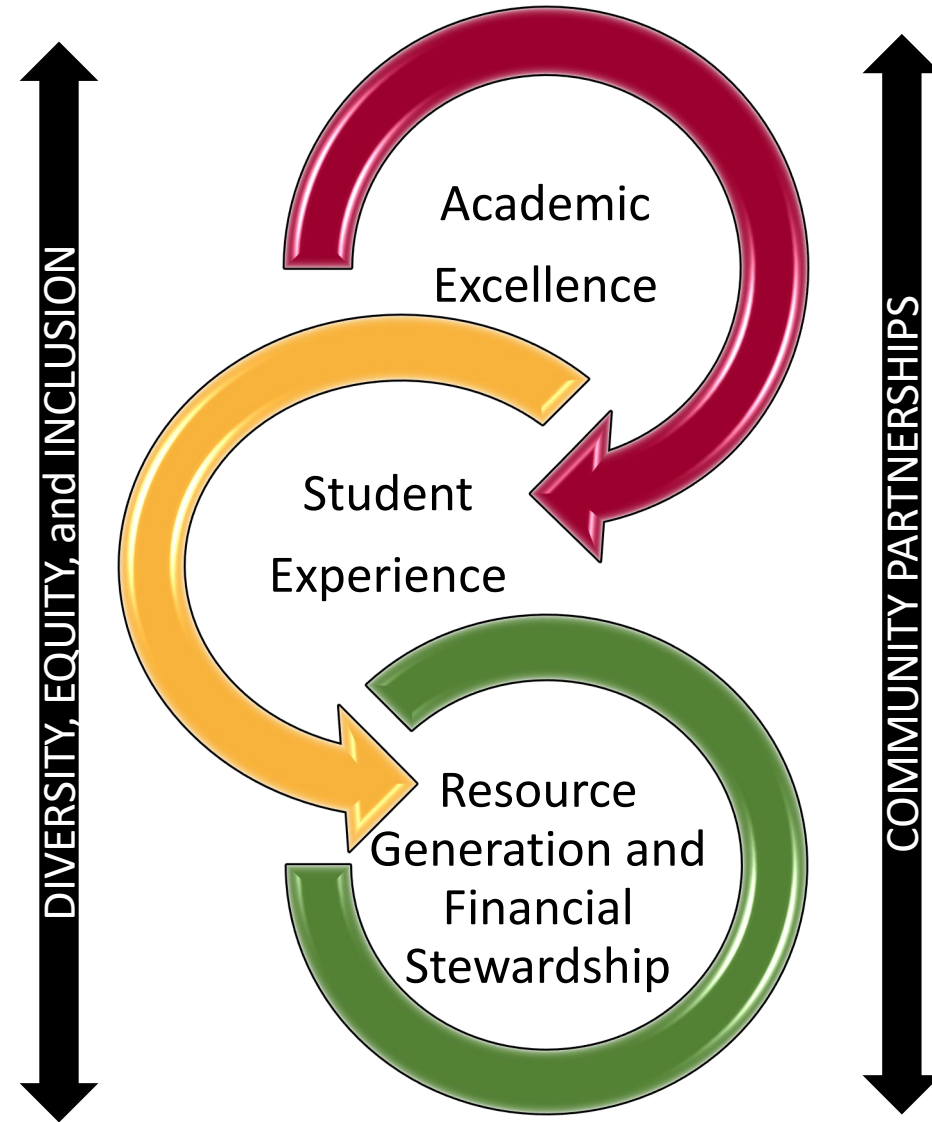


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STRATEGIC DIRECTIONS



Each of our strategic directions and integral threads are **inextricably linked** to one another



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ACADEMIC EXCELLENCE

- It is time to reimagine and innovate – again
- Current resources are constrained
- Economic growth is a top priority for the State and our students
- Our students expect flexible and convenient courses of study
- Emerging partnerships support our students and the communities we serve
- Quality improvement practices ensure that the college is delivering the best academic experience possible



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ACADEMIC EXCELLENCE

We need to explore strategies to:

- Realign and strengthen programs that are poised to grow
- Implement quality improvement strategies that promote teaching excellence and high-quality instruction.
- Expand pedagogical approaches to improve student engagement
- Increase collaboration with community and employer partnerships
- Advance flexible learning



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STUDENT EXPERIENCE

- The student body is increasingly diverse
- We serve a significant number of non-traditional and commuter students seeking a more flexible education
- We are challenged to engage and retain students



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STUDENT EXPERIENCE

We need to explore strategies to:

- Engage students in and beyond the classroom
- Improve enrollment management
- Expanded career preparation and readiness supports
- Improve retention and timely completion, including guided pathways.
- Create an increasingly inclusive campus environment
- Better address the needs of non-traditional, first generation, and commuter students



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RESOURCE GENERATION AND FINANCIAL STEWARDSHIP

- Declining Enrollment
- Lack of an appropriate administrative/academic infrastructure to maximize resources.
- Unsustainable revenue model increasingly reliant on student tuition and fees
- Future increases in state aid cannot be assumed
- Increased operating costs are outpacing revenue
- Lack of financial reserves
- Incremental budgeting does not allow for investments which would support overall growth



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RESOURCE GENERATION AND FINANCIAL STEWARDSHIP

We need to explore strategies to:

- Increase academic and administrative capacity to maximize resources
- Increase advocacy for state resources
- Develop new funding streams
- Adopt budget practices that align resources with priorities



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DISCUSSION

- What questions do you have?
- What will be helpful from this?
- What concerns do you have?
- What would you add or change?

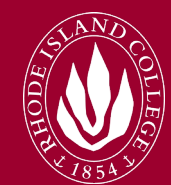


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NEXT STEPS

- Review reference material
- Mark your calendars
- Reach out to team captains with questions



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THANK YOU!

For more information, email us at
focus@ric.edu

COMING 1/20/20
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