



# PLAN 2010: RHODE ISLAND COLLEGE STRATEGIC PLAN FOR 2007-2010

## IMPLEMENTATION PLAN FOR 2009-2010

### FINAL UPDATE

**INCLUDES ALL CHANGES MADE PURSUANT TO THE TASK FORCE MEETING OF JUNE 11, 2010**

PLEASE NOTE:

1. **UPDATES FOR THE TASK FORCE MEETING OF JUNE 11, 2010 ARE SHOWN IN GREEN.**
2. **A GREEN CHECK BOX (☑) INDICATES THAT THE SPECIFIC ACTION ITEM HAS BEEN COMPLETED, EVEN THOUGH FOLLOW-UP ACTIVITIES MAY STILL BE TAKING PLACE.**
3. A glossary of common acronyms may be found at the end of this report.
4. Numbering of objectives corresponds with original Plan 2010 developed in 2007 (some new objectives added in 2008 and 2009).
5. Numbering of action items is reset for 2009-2010.
6. All completed objectives for Plan 150 may be found in the appendix; accordingly, there are several numbering gaps between objectives listed in the first column.

<b>Institutional Goal 1: Ensure high quality learning opportunities for all students.</b> <b>NEASC Standards: I, II, III, IV, VII</b> <b>RIBGHE Goals: Produce a more competitive workforce through an emphasis on quality education; Improve the Preparation of Rhode Island's Residents to Succeed in Higher Education through PK-16/20 Collaboration.</b>					
Objective and Proposed Completion Date		Action Items Updates and Actual Dates of Completion	Benchmark/Metric and Projected Completion Dates	Person(s) Responsible <i>(Reporting Official indicated in bold)</i>	Resources Needed <i>(If fiscal, list cost estimate and source of funds)</i>
<b>1.1</b> <b>Develop and implement outcome assessment plans for all undergraduate programs, including General Education (2007-08); develop and implement outcome assessment plans for all graduate programs (2008-09).</b>	☑	1.1.1 – Report and analyze second round of CLA administered to 100 entering freshman (fall 2008) and 100 exiting seniors (spring 2009).  <b>[UPDATE: Although this work was completed in January, the CLA results are being used as another element of writing assessment, in addition to the pilot gen-ed assessment in summer 2010, and will also be used in the NEASC self study.]</b>	November 2009 additional analysis; post results on College Portrait website	Spl. Ass't. to VPAA for Student Outcomes Assessment, IR, <b>VPAA</b>	No new resources
	☑	1.1.2 - Ensure that learning outcomes are written and adopted for RIC's general-education program.  <b>[UPDATE: COGE has developed learning outcomes and assessments for writing, critical reading, critical thinking, Western culture (HIST 161), Cores 3 and 4, and mathematical competency and will be bringing the learning outcomes to the Curriculum Committee</b>	Draft of written goals Dec 2009. Adopt May 2010	Chair of COGE, Dean of Arts and Sciences, <b>VPAA</b>	No new resources

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	<p>for approval. The first round of assessment of writing in Writing 100 and English 161 will be conducted this summer. A team of five faculty and one administrator will be attending an AAC&amp;U Institute in July 2010 to conduct background research on the status of general education around the country and lay the foundation for RIC's revision of its gen-ed program, as called for in the new strategic plan. College-level learning outcomes required by NEASC were written and approved by the Mission and Goals Committee and by Council.]</p>			
<input type="checkbox"/>	<p>1.1.3 – Complete assessment plan for developmental mathematics.  <b>[UPDATE: The RIC-developed math competency test has now been replaced with Accuplacer, which can place students not only in developmental math but also higher level courses. All incoming fall 2010 students who wish to take math courses will take the Accuplacer (except those needing disability accommodation). The Mathematics Department is evaluating the relationship between Accuplacer scores and performance in pre-calc and calc. The college may need to develop an introductory algebra course in addition to Math 010. Most 010 sections are taught by adjuncts, with no common final exam. A developmental math coordinator will be explored next year.]</b></p>	<p>09-10 academic year.  Plan fall 2009;  implementation spring 2010</p>	<p>Spl. Ass't. to VPAA for Student Outcomes Assessment, Math Dept. Chair, Writing Director, OASIS Director, <b>VPAA</b></p>	<p>No new resources</p>
<input checked="" type="checkbox"/>	<p>1.1.4 - Develop and implement assessment plans for graduate programs in arts and sciences.  <b>[UPDATE: All of the professional programs and almost all of the arts and sciences graduate programs have</b></p>	<p>Report June 2010</p>	<p>Spl. Ass't. to VPAA for Student Outcomes Assessment, Dean of Graduate Studies, <b>VPAA</b></p>	<p>OHE provides funding for consultant Peggy Maki</p>

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	<p>submitted learning outcomes and have plans in place for assessing student achievement of those outcomes. In light of assessment feedback, the Graduate Committee has revised its standards and policies, and numerous graduate programs made changes this year in their admission and retention standards and curricula. With OHE, the assessment coordinators at RIC, URI, and CCRI are developing a new procedure for reporting on program assessment to the Board of Governors.]</p>			
<p><b>1.2</b> Coordinate academic program review to ensure that program quality and productivity, communications about program changes, and program oversight are accomplished. As resources become available, purchase online assessment tool such as TrueOutcomes.</p>	<p><input checked="" type="checkbox"/> 1.2.1 - Initiate self study for NCATE reaccreditation through the Feinstein School of Education and Human Development. [UPDATE: Thirteen SPA reports were submitted in February, and feedback on these reports should be received by early July. Faculty will be working this summer on the fifteen other SPA reports that will be submitted in August 2010. The NCATE report is due February 2011 but should be ready October 2010. A meeting is scheduled with Mary Ann Snider of RIDE to discuss streamlining the process for RIDE program approval, with the goal of consolidating NCATE and RIDE program reviews.]</p>	<p>Initiate SPA review reports submitting TESL, IRA, Educational Leadership, Special Education by 2/1/2010</p>	<p>Dean of FSEHD, <b>VPAA</b></p>	<p>No new resources</p>
	<p><input checked="" type="checkbox"/> 1.2.2 - Purchase an electronic assessment tool such as Chalk and Wire; provide training for FSEHD faculty in its use. [UPDATE: Seventy faculty have been prepared to use the system, which will be fully implemented in fall 2010. Chalk and Wire will be linked to the new Blackboard 9 system.]</p>	<p>System initiated in fall 2009; training through spring 2010</p>	<p>Dean and Technology Coordinator of FSEHD, AVPIS, <b>VPAA</b></p>	<p>\$4,500 for training</p>

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<p><b>1.3</b> By spring 2008, Deans will submit plans to the V.P. for Academic Affairs to highlight and to publicize current on- and off-campus departmental internships, service learning, and other experiential learning opportunities and to enhance and to expand such opportunities.</p>	<p><input checked="" type="checkbox"/> 1.3.1 - Continue efforts to enhance student internships and other experiential learning opportunities. [UPDATE: Study Abroad continues to grow in capacity; two new agreements signed with international study-abroad providers that will expand student opportunities. Five students this summer and 10 in the fall are scheduled to study abroad, with host countries in Europe, Latin America, Israel, and Australia. An affiliation agreement with Konkuk University in South Korea signed in January by Pres. Carriuolo. Dr. Jill Harrison (Sociology) is developing a demonstration/research project with PUCE to expand student experiences in Ecuador and is seeking external funding. In March, RIC co-sponsored an International AIDS Conference in Ecuador with Brown Medical School. Two undergraduate nursing students and Dr. Joanne Costello (SON) presented at the conference along with Dr. Harrison. RIC also expanded undergraduate research (see related item), guided volunteer opportunities, career development, and internships. The RIC Choral Concert Tour to Portugal and Spain took place 5/23-30.]</p>		Career Development Office, VPAA, VPAF, <b>VPSA</b>	Reallocated Student Wages within the General Education Budget; proposed hiring of a capital project assistant on a monthly payroll basis.
<p><b>1.4</b> By fall 2008, design a comprehensive developmental education plan in support of a demonstration project to enhance the preparation and success of prospective and newly</p>	<p><input checked="" type="checkbox"/> 1.4.1 - Develop a comprehensive developmental education plan. [UPDATE: Many elements now in place. Better placement being accomplished through use of Accuplacer for Math, examination of the performance of students in writing and math courses in relation to their placement scores, and improved alignment in learning skills between K-12 and college. Assessment of student writing skills within Writing 100 and English 161 being conducted this summer. Faculty from CCRI</p>	Embed in Gen. Ed. revision to be initiated in spring 2010	OASIS Director, AVPAA, <b>VPAA</b>	No new resources

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<p>enrolled students who have deficient academic preparation.</p>	<p>and STEM Center are collaborating on innovative experiments to improve developmental-math instruction. Faculty and administrators from RIC provided information on college-level outcomes in various disciplines to the National Governors Association Common Core State Academic Standards that are being developed and promulgated.]</p>			
	<p><input checked="" type="checkbox"/> 1.4.2 - Identify funding for continuation of the Mt. Pleasant High School/RIC Partnership. [UPDATE: The RIC/Mt. Pleasant partnership finished this May with a graduation ceremony for the 2009-10 students. The partnership is on hiatus for 2010-11 while the Degree in Three Program, initiated by the legislature, begins. RIOHE is reporting to the legislature and seeking funding in Feb. 2011. The goal is met because it has been officially deferred by state action.]</p>		<p>Ass't. to President for Community Affairs, ORGA, VPCA/EDF, <b>President</b></p>	<p>Need Estimate from ORGA to be charged to either a grant or grant generated overhead.</p>
<p>1.5 During the 2007-08 academic year, develop a comprehensive plan for educational technology including, as resources permit, electronic classrooms, labs, and other academic venues.</p>	<p><input checked="" type="checkbox"/> 1.5.1 - Place Gaige 164 in service as a videoconferencing and lecture capture facility. [UPDATE: The room is finished and operational with portable videoconferencing equipment. A lecture capture unit is being purchased for installation this summer. Concept for this facility is as an "incubator classroom" for faculty interested in advanced instructional technology.]</p>	<p>August 2010 as part of STEM II</p>	<p>AVPIS, Dir. F&amp;O, <b>VPAF (President)</b></p>	<p>Estimated cost of completion is \$100,000 with proposed charge to STEM II contingency as a change order.</p>
	<p><input checked="" type="checkbox"/> 1.5.2. - Ensure that the Digital Commons is accessible to the college community and to the public at large and that it is populated with theses, dissertations, student honors papers, and Special Collections materials by the end of Spring 2010. This will be an on-going activity to enlarge the collection and expand access to our electronic resources.</p>	<p>Spring 2010 and ongoing</p>	<p>Library Director, <b>VPAA</b></p>	

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	<p>[UPDATE: The NEH proposal was declined, but another grant proposal is being written now for \$340,000. The library has begun to upload honors projects, theses, and dissertations to the Digital Commons. A new digitized collection of Art Department slides has just been uploaded (<a href="http://digitalcommons.ric.edu/">http://digitalcommons.ric.edu/</a>). Other departments are soliciting faculty and student work for uploading.]</p> <p><input checked="" type="checkbox"/> 1.5.3. - Seek funding by writing grants to foundations (i.e. the Champlin Foundation or others). The funding will be targeted to acquire the necessary furniture and equipment to enhance the reference reading area in order to facilitate small group work and to support individual research and collaborative learning.</p> <p>[UPDATE: The Champlin proposal was deferred, but other funding sources are being pursued with the assistance of Linda Jzyk in the RIC Foundation. As reported in January, the NEH grant was not approved, but another grant proposal is now in development – thus, the goal to “seek funding” has been met.]</p>	Spring 2010 and ongoing	Library Director, <b>VPAA</b>	
<p><b>1.7</b> By July 2010, implement the Science, Technology, Engineering, and Mathematics (STEM) initiative.</p>	<p><input type="checkbox"/> 1.7.1 - Complete STEM Phase II.</p> <p>[UPDATE: Although there were initial delays in gaining approval for plans from the state, most of the facilities are on target for an August 15, 2010 completion as projected. This will permit faculty training prior to the start of the fall semester. The new rooms include two classrooms in Gaige, two classrooms and one lecture hall (050) in Fogarty, and the Clarke Science 128 lecture hall. Four classrooms in Horace Mann are slated to be completed in the fall (faculty have been notified). Clarke Science 125 is still</p>	August 2010 completion	AVPIS, Dir. F&O, <b>VPAF (President)</b>	The total PO is \$3,326,310; asset protection share is \$1,334,002.92, the balance is COPS (\$1,992,307.08.)

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	<p>in design mode. Funding for CS 125 was obtained through the Champlin Foundations and a grant secured by Senator Reed.</p> <p>In addition to the STEM II classrooms, USS has been equipping other classrooms on campus. By the start of fall 2010, RIC will have 142 e-classrooms on line.]</p>			
	<p><input checked="" type="checkbox"/> 1.7.2 - Increase programming for PK-12 in-service and pre-service teachers in the STEM Center.</p> <p>[UPDATE: A math lesson study grant for \$89,000 will be carried out during the summer and fall of 2010. Ass't. Director Anne Goodrow delivered a highly successful professional development course on teaching of math to in-service elementary and middle-school teachers. A total of 14 e-workshops on math instruction for elementary and middle school teachers were conducted during the 2009-2010 academic year, with about 200 teachers participating.</p> <p>The STEM Center is partnering with TERC in Cambridge, MA on revising the math specialist certification proposal. A new, 4-course Certificate of Graduate Studies was developed and approved for math specialists in elementary education. About 30 pre-service teacher candidates served as activity facilitators for the Math Wizard of Oz event held at the Providence Children's Museum on Nov. 14.</p> <p>Funding from RITER was obtained to conduct "Lesson Study and the RI STEM Center at RI College: A Model for Professional Development in Mathematics." As part of this project, professional development for elementary and middle school teachers from Pawtucket, Central Falls, and E. Providence will occur through fall 2010.</p>	<p>Math e-Workshop Series fall 09-spring 10; develop and offer math course for e-workshop participants spring 10</p>	<p>Director and Ass't. Directors of STEM Center, Dean of FSEHD, <b>VPAA</b></p>	<p>No new resources</p>

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	<p>In the first year of RITES, 94 teachers from 6 districts (Coventry, Cranston, Johnston, Lincoln, Scituate, and Woonsocket) as well as Johnston participated. Evidence-based outcomes were also provided by RITES-funded research efforts.]</p>			
	<p><input checked="" type="checkbox"/> 1.7.3 - Develop new cooperative initiatives with RIDE. [UPDATE: Partnerships in teacher education have been continued with RIDE, which included changes in special education requirements and initial change in PPST cut scores.</p> <p>STEM Center Assistant Director Donna Christy was a member of the Race to the Top Steering Committee and participated in the development of the revised proposal. RIC provided a letter of support for RTTT and the Sherlock Center was specifically named as a partner in the revised RTTT proposal.</p> <p>The RI STEM Center hosted RIDE-led workshops on 5/7 and will host on 6/21-23. Donna Christy and Assoc. Prof. Lorraine Cotti served as members of RIDE's Mathematics Education Leadership Council, and Donna Christy was an invited member of RIDE's RI Presidential Awards for Excellence in Mathematics and Science Teaching Selection Committee.</p> <p>RIDE representative Mary Ann Snider participated in the search for the new FSEHD Dean and was appointed to the new FSEHD Dean's Advisory Committee by Commissioner Gist, who made an extended visit to RIC this spring.]</p>	Partnership monthly meetings	Dean and Ass't. Dean of FSEHD, <b>VPAA</b>	No new resources



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<b>1.9</b> <b>Explore the feasibility of creating a Center for Teaching and Learning for College faculty and submit a feasibility plan by 2009.</b>	<input checked="" type="checkbox"/> <p>1.9.1 - Seek funding to develop a Teaching and Learning Center.</p> <p>[UPDATE: Search committee has recommended Dr. Joe Zornado to be the first director of the FCTL, and he has been offered and has accepted that position. Dr. Zornado has already begun his work.]</p>	Submit proposal fall 09	<b>ORGA, USS, VPAA</b>	Proposal submitted for approximately \$60,000 per year
<b>1.10</b> <b>For each year of this plan, continue to strengthen and expand activities to enhance faculty diversity throughout the College.</b>	<input type="checkbox"/> <p>1.10.1 – Review data on faculty diversity and develop a plan to enhance the college’s position and procedures in diversifying the faculty.</p> <p>[UPDATE: Faculty searches this year included the hiring of three Asian-American, one African-American, and one Latino faculty. Despite these successes, much more work is needed to develop a comprehensive plan to diversify the RIC faculty. The college’s new strategic plan, <i>Vision 2015</i>, focuses entirely on serving a more diverse student population, and diversifying the faculty will be a key component of that effort.]</p>	Benchmark depends on ability to hire new faculty; strategy may include sending letters to Historically Black Institutions and Ph.D. programs with large minority populations	<b>IR, School Deans, AVPHR, VPAA</b>	PeopleAdmin cost \$22,000
<b>1.11</b> <b>Ensure continued institutional quality and accountability through accreditation-related activities and planning processes.</b>	<input checked="" type="checkbox"/> <p>1.11.1 - Complete the CSWE accreditation review of the School of Social Work programs.</p> <p>[UPDATE: The site visit was successfully completed on Feb. 16-17 and a positive recommendation for continued accreditation was sent forward to the Commission on Accreditation. The concern in the pre-visit letter (see Jan. update) regarding separate field directors for the BSW and MSW placements was alleviated when the Commission voted to change the standard. The issue of student involvement (see Jan. update) was settled in a meeting with students during the site visit.</p>	Site visit in spring 2010	<b>Dean of School of Social Work, VPAA</b>	No new resources

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	<p>On June 5 the Commission voted to reaffirm the school's accreditation of its BSW and MSW programs for the full eight years. With about a 40% acceptance rate, RIC's MSW program is the eighth-most selective MSW program in the U.S. (including both public &amp; independent institutions).]</p>			
<input checked="" type="checkbox"/>	<p>1.11.2 - Complete five-year institutional strategic plan with an emphasis on quality teaching and learning.  <b>[UPDATE: Council approved the new plan, <i>Vision 2015</i>, on 4/9. The new plan was presented to ASAC on 4/23 and will be considered by the Board of Governors on 6/28. A template for the annual implementation plans has been developed, and each major goal in <i>Vision 2015</i> has been mapped to RIBHGE goals and will be aligned with the system-wide strategic plan under development. Key metrics for each major goal have been established.]</b></p>	<p>Complete draft plan in fall 2009; final approvals in spring 2010</p>	<p>Strategic Planning Committee, <b>VPAA</b></p>	<p>No new resources</p>
<input type="checkbox"/>	<p>1.11.3 - Complete NEASC self-study and related materials to achieve regional accreditation as a measure of institutional quality.  <b>[UPDATE: Excellent progress. Data collection is nearly complete; drafts have been received from each of the 19 standards committees and will be melded into a single document this summer.]</b></p>	<p>Committees formed in fall 2009, data collected and outline drafted May 2010</p>	<p>NEASC Self Study Committee, <b>VPAA</b></p>	<p>Costs associated with faculty leadership of process</p>

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**Institutional Goal 2: Contribute to Improved Economic Conditions and Quality of Life in Rhode Island and the Region through Research and Public Service**  
**NEASC Standards: VI, VIII, IX, X, XI**

**RIBGHE Goal: Promote economic development and social well-being through undergraduate and graduate education, research, public service, and use of technology.**

<p><b>2.1</b></p> <p><b>By January 2009, develop and communicate an inventory of research being conducted by faculty and review the supported research incentive program, to include assessment of the evenness and effectiveness of implementation of the College's funded research policy, as resources permit.</b></p>	<input checked="" type="checkbox"/>	<p>2.1.1 – Prioritize faculty/staff research initiatives in the news media.</p> <p><b>[UPDATE: The first-ever Feinstein School Faculty Research Conference was conducted on 4/16, with approximately 40 faculty and 10 students presenting. Second Annual Engaging Conversations conference was held on 5/19, with about 70 faculty attendees. Honors and Sigma Xi Poster Session for undergraduates was held on 5/3, and the first-ever Graduate Symposium was held on 5/5. E-learning mini-conference was held on May 20. RIC art students, under the guidance of Professor Dianne Reilly, displayed their jewelry in a show at Firehouse 13 that opened on 6/4. Alumni were invited to the student events, and outreach was conducted for external PR. <i>Vision 2015</i> includes objectives to improve external communications on RIC's academic achievements.</b></p> <p><b>This area will be one of several special focus areas in the successor RIC strategic plan, RIC Vision 2015.]</b></p>	<p>Post faculty activities funded by Faculty Research and Faculty Development Funds by end of fall 2009</p>	<p>Dir. ONPR, ORGA, <b>VPAA</b></p>	<p>No new resources</p>
<p><b>2.2</b></p> <p><b>Develop recruiting and marketing strategies to capitalize upon and to</b></p>	<input checked="" type="checkbox"/>	<p>2.2.1 – Hold a showing of the college's gift from the Warhol Foundation for the Visual Arts.</p> <p><b>[UPDATE: Completed. Please see January 2010 report for details.]</b></p>	<p>Dec. 9 – Jan 8, 2010</p>	<p>Dir. of Bannister Gallery, Dir. ONPR, <b>President</b></p>	<p>TBD by President</p>

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<p>publicize existing and new research/public service initiatives and to familiarize the State and region with the comprehensive nature of RIC; identify funding to support such a plan. (2007-2010)</p>	<p><input checked="" type="checkbox"/> 2.2.2 - Advocate for a new Art Center to ensure a high quality, safe, and healthy venue for education in the fine arts, a special distinction of the metropolitan Providence region that adds significantly to the state's economy.</p> <p><b>[UPDATE: Thanks in large measure to the strong advocacy of President Carriuolo and the support of the Board of Governors for Higher Education, the General Assembly included in its FY11 Appropriation Act a \$17 million General Obligation bond referendum for the November 2010 ballot as part of a \$78 million higher education bond referendum. These funds would support an expansion and modernization of the 52-year old Art Center.</b></p> <p><b>Last week, 22 architects were on-campus in preparation for the 6/22 deadline for submission of proposals.]</b></p>	<p>Seek 2010 general obligation bond issue or RICAP funding</p>	<p><b>President</b></p>	<p>No new resources</p>
	<p><input type="checkbox"/> 2.2.3 - Devise an undergraduate recruitment and retention plan, based on student demographics and trends, with benchmarks based on peer institutions.</p> <p><b>[UPDATE: RIC had a highly successful Spring Party with a record number of deposits at the event (63). For the first time, the SON offered Nursing Presidential Scholars direct admission into the program, with 14 of 19 scholars accepting the offer. Record increases were seen in MTP applications, with an increase over last year in out-of-state applications and with acceptances and deposits slightly lower (MTP deposits down 18, but 2<sup>nd</sup> highest in five years; out-of-state down 20 and the lowest in five years due to expanded MTP zone and economy).</b></p>	<p>Committee formed fall 2009, targets set by Dec. 2009</p>	<p><b>AVPAA, VPAA</b></p>	<p>No new resources</p>

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	<p>Even though RI high school graduate numbers are declining, RIC received a record number of applications, a planned decrease in acceptances, and an increase in deposits. AVPAA is collecting data for a new retention plan (based on demographics, trends with benchmarks based on peer institutions) and will be presenting an update to PEC in late June. Intended nursing majors will be brought together early in fall 2010 to discuss requirements, opportunities, and backup plans; new healthcare-related majors were developed to provide alternatives to intended nursing majors to raise retention and graduation rates. A benchmark of 80% first-year retention rate and 50% 6-year graduate rate was set in <i>Vision 2015</i>.]</p>			
<input checked="" type="checkbox"/>	<p>2.2.4 - Raise the profile of and participation in mentored undergraduate research.</p> <p>[UPDATE: The Honors and Sigma Xi Poster Session for undergraduates was held on May 3, and the first-ever Graduate Symposium was held on May 5. RIC art students, under the guidance of Professor Dianne Reilly, displayed their jewelry in a show at Firehouse 13 that opened on June 4. More funding has been secured for the DeStefano Fund. A proposal to the Ocean State Charities was funded with support for a summer undergraduate-research student. A student intern in ORGA will focus on seeking funding sources for undergraduate research. For the first time in many years, a budget for the Honors Program was approved by President Carriuolo.]</p>	<p>Coordinate Student Convocation of Scholars, Honors Program, DeStefano Fund; initiate participation by SOM in Honors program, May 2010</p>	<p>ORGA, School Deans, Alumni Affairs, <b>VPAA</b></p>	<p>Additional funding for undergraduate research will be sought</p>
<input checked="" type="checkbox"/>	<p>2.2.5 – Establish an external advisory committee for the Feinstein School of Education and Human Development.</p>	<p>Spring 2010, after search for permanent dean is completed; form</p>	<p>Dean of FSEHD, <b>VPAA</b></p>	<p>No new resources</p>

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	<p>[UPDATE: FSEHD Dean's search is complete, with Dr. Alexander Sidorkin assuming the position on July 5. The President has secured participation in the Dean's Advisory Committee from RIDE, the Providence Public School System, and the Rhode Island Foundation.]</p>	<p>committee Feb. 2010; first meeting in late spring 2010</p>		
<input checked="" type="checkbox"/>	<p>2.2.6 – Develop new relationships and initiatives with business community for underserved populations through Northern Rhode Island Chamber of Commerce.</p> <p>[UPDATE: Outreach Programs offered a new Green Business Certificate, received four structured grants for a total of \$291,500, and continued to operate non-structured grants from the Department of Labor and Training, Department of Human Services, Office of Refugee Resettlement, and Office of Rehabilitation Services. A non-credit certificate course will be offered to in-service K-12 educators in fall 2010.</p> <p>Through her position on the Board of the North Central Chamber of Commerce, Director Jenifer Giroux met many small-business owners resulting in new internship sites at Edgewood Medical, Partners in Primary Care, Quality Behavioral Health, First Defense Firearms, Inc., J. Forte Company, A. Stone Inc., Citadel Broadcasting, Kerissa Creations, and G&amp;L Insurance as well as access to guest speakers and free publicity.</p> <p>Developed a nomenclature and set of policies for certificate programs at RIC; adopted by Council.</p> <p>New Certificates of Graduate Study have been approved for Health Psychology, Math Elementary Education Specialist, Autism Education, and Modern Biological Sciences. A new concentration in Biochemistry has been added to the Chemistry major.]</p>	<p>Obtain 3 new internship sites with area businesses by January 2009</p>	<p>Dir. of Outreach Programs, <b>VPAA</b></p>	<p>No new resources</p>

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	<input checked="" type="checkbox"/> 2.2.7 – Increase services to populations needing basic employment skills. <b>[UPDATE: Completed. Please see January 2010 report for details.]</b>	Offer specialized training or ESL courses to employers on-site. Attend industry-cluster and DLT meetings, and provide on-site presentations to employers, June 2010	Dir. of Outreach Programs, <b>VPAA</b>	No new resources
	<input checked="" type="checkbox"/> 2.2.8 – Improve RIC’s position on sustainability. <b>[UPDATE: Certificate program successfully delivered, and “Green Team” formed and convened. Multiple collaborations have begun with the Apeiron Institute, including faculty participation in a summer student research institute and a co-authored article with President Carriuolo.]</b>	Post RIC “green” webpage fall 09; work with Apeiron Institute for Sustainable Living to offer a sustainable summit at RIC, May 10	Dir. of Outreach Programs, College Engineer, Dir. of F&O, <b>VPAA &amp; VPAF (President)</b>	TBD by VPAA and VPAF
	<input checked="" type="checkbox"/> 2.2.9 - Review effectiveness of new partnership outreach efforts through Ass’t. Dean FSEHD. <b>[UPDATE: Partnerships with five districts initiated or expanded (Pawtucket, Central Falls, E. Providence, Cumberland, and Warwick). Faculty working in those districts are offering professional development, service, consultation, and evaluation. A new 3-credit graduate course will be provided to all cooperating teachers working with RIC, and an online networking and communicating site was set up for cooperating teachers. Workshops were held for cooperating teachers to learn to use the teacher-candidate observation instrument and assessment. Ass’t Dean has visited 12 districts and has renewed contracts with these districts for student-teacher and practicum supervision and teacher professional development.]</b>	Assess outreach contacts and partnerships, spring 2010	Dean and Ass’t. Dean of FSEHD, <b>VPAA</b>	No new resources

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<b>2.3</b> <b>By May 2009, develop a strategy to increase alumni involvement with and support for scholarship and public service initiatives.</b>	<input checked="" type="checkbox"/> 2.3.1 - Continue efforts to build school and constituency-specific alumni programming and outreach efforts. <b>[UPDATE: James Salmo, new VP, has developed a plan for FY11 to increase alumni-related giving to the five schools without compromising the Alumni Annual Fund. This is envisioned as part of the annual spring appeal.]</b>	Upon selection of new VP, College Advancement/ Executive Director of the Foundation	Alumni Office, Foundation, <b>VPCA/EDF</b>	TBD by VPCA
	<input checked="" type="checkbox"/> 2.3.2 - Increase alumni involvement with scholarship and public service initiatives. <b>[UPDATE: Last year the Alumni Association awarded just over \$100,000 in scholarships to 145 students. The Association also awarded nine emergency RICochet awards totaling \$6,274.</b> <b>On April 12, the Young Alumni Group hosted an event to highlight opportunities for students to serve in Vista/AmeriCorps Programs. This event was held in the new residence hall and a dozen students were in attendance. Three alumni who are or previously served in AmeriCorps -- the Director of the Blessing Way, a representative from CityYear, and the RI State Director of AmeriCorps, Vincent Marzullo, were the panelists.]</b>		Alumni Office, <b>VPCA/EDF</b>	TBD by VPCA
<b>2.4</b> <b>Strengthen Graduate Education</b>	<input checked="" type="checkbox"/> 2.4.1 – Explore expansion of the Master’s of Nursing program to include a Nurse Practitioner option. <b>[UPDATE: Expansion of the MSN program to include the NP role has been approved at RIC and awaits OHE disposition.]</b>	09-10 academic year	Dean of School of Nursing, <b>VPAA</b>	No new resources



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	<input checked="" type="checkbox"/> <p>2.4.2 - Develop a recruitment, PR, and marketing strategy for graduate education.</p> <p><b>[UPDATE: Continuing the process. Communication has been improved between students and programs, and among programs and schools.</b></p> <p><b>E-mail communications and complete web presence were greatly expanded with contact information, missions, descriptions, objectives, and requirements for each program.</b></p> <p><b>Grad assistantships expanded from 17 to 21, and process moved to be earlier to enhance recruitment and retention. Currently developing online application form and expanded programming.</b></p> <p><b>Summer sessions were heavily marketed to prospective graduate students. Successful graduate symposium on May 5 with about 20 students from Nursing, Social Work, Management, Arts and Sciences, and Education presenting their work.]</b></p>	Revise website, printed materials, and outreach efforts, spring 2010	Dean of Graduate Studies, School Deans, Dir. ONPR, <b>VPAA</b>	Costs to be estimated for paid advertising
	<input checked="" type="checkbox"/> <p>2.4.3 - Increase the coherence and consistency of admissions, services, and standards for graduate education across the college.</p> <p><b>[UPDATE: Graduate manual being revised by Graduate Committee in summer 2010.</b></p> <p><b>Graduate Committee has proposed becoming a separate committee of Council to improve responsiveness and oversight of graduate programming at the college and expanding its membership to represent all of the schools.]</b></p>	Explore centralized application and monitoring process, update graduate handbook, 09-10 academic year, review admission procedures by early spring 2010	Dean of Graduate Studies, School Deans, <b>VPAA</b>	No new resources

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**Institutional Goal 3: Recruit, Enroll, Retain, and Graduate Qualified Students from all Backgrounds**

NEASC Standards: III, IV

RIBGHE goal: Improve participation and graduation rates in higher education.

<p><b>3.1</b> Between 2007 and 2010, develop and implement an enrollment marketing plan that will increase the number of applications from qualified students by 1% each yr. Increase the yield by 1% each year.</p>	<input type="checkbox"/>	<p>3.1.1 – Develop a target class profile to assist the Admissions Office in its recruitment efforts.  [UPDATE: With recruitment plans for fall 2010 already in place when the new Numbers Committee was convened, the committee focused on a reduced target size of 1200 for the freshman class, stricter adherence to admissions guidelines in an attempt to raise quality (and reduce size of class), and recruitment of non-RI students to enhance revenue. In summer 2010, the committee will meet to develop more specific targets and percentages for the class entering in fall 2011 based on the results achieved for the fall 2009 and 2010 classes.]</p>	<p>Committee convened fall 2009, January 2010</p>	<p>Dir. of Admissions, Dir. Publishing Services, AVPAA, <b>VPAA</b></p>	<p>No new resources</p>
<p><b>3.2</b> Increase enrollment of traditionally under-represented students so that enrollment approaches the demographics of the regions from which the college draws its applicants (by 2009)</p>	<input checked="" type="checkbox"/>	<p>3.2.1 - Enhance student diversity.  [UPDATE: The Admissions Office targeted specific college fairs, events, and schools known to have greater diversity, including over two dozen events and fairs. Admissions also hosted an Educational Talent Search visit, various Latino fairs, Pathways Town Meetings, and a tour of guidance counselors. Interim Director Deborah Johnson will prepare an annual summer report on multicultural recruitment to report numbers. The focus of <i>Vision 2015</i> is on serving an increasingly diverse student population in terms of race, ethnicity, cultural background, geographic origin, and age, among other variables.]</p>	<p>Develop a target profile and recruitment plan, January 2010</p>	<p>AVPAA, <b>VPAA</b></p>	<p>TBD/VPAA</p>

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<p><b>3.8</b> Decrease by 1% the graduation gap between Pell Grant recipients and other students. (by spring 2010)</p>	<p><input checked="" type="checkbox"/></p> <p>3.8.1 - Collect data on analysis of current graduation gap between Pell grant recipients and other students.  <b>[UPDATE: Data were collected from past three years of Institutional Research Retention Reports, and a table has been created showing gap percentages for 4-, 5-, and 6-year graduation rates. From 248 to 267 Pell students and 674 to 793 non-Pell students were tracked for classes entering in fall 2001 to 2003, respectively. The current four-year graduation gap rate (6.0%) is slightly lower than the mean for the previous three-year period (6.2%). The current five-year graduation gap rate is slightly lower than the mean for the previous three year period (11.1%). The six-year graduation gap rate (11.5%) is the same as the mean for the previous three-year period (11.5%). These data suggest that the graduation gap is remaining steady, and further supports are needed to serve low-income students, which is addressed in Vision 2015.]</b></p>	<p>Initiate data collection procedures and assess student performance in specific courses, GPAs, off-campus work, and other factors, 09-10 academic year</p>	<p>IR, AVPAA, <b>VPAA</b></p>	<p>No new resources</p>
<p><b>3.9</b> By 6/08, explore the feasibility of expanding opportunities to deliver instruction and services using alternative schedules, methods, and formats, including distance learning options; identify potential departments and programs that may participate.</p>	<p><input checked="" type="checkbox"/></p> <p>3.9.1 - Explore alternative delivery of instruction and offer at least 40 hybrid courses with an assessment of their effectiveness.  <b>[UPDATE: A new version of the online learning workshop will be offered 6/21-25, with 19 more faculty participating, bringing the total to 57, each teaching at least one online or blended course. RIC is collaborating with OHE on a central portal for online offerings at URI, RIC, and CCRI. The e-learning mini-conference addressed online learning with about 50 faculty participating. This summer, a comprehensive strategic plan to stimulate, support, monitor, and assess online learning at RIC will be</b></p>	<p>Deliver courses, plan for 2010 summer workshop, 09-10 academic year</p>	<p><b>VPAA</b></p>	<p>Costs for repeat of summer workshop will depend on offering</p>

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	<p><b>drafted, as mandated in <i>Vision 2015</i>.</b></p> <p><b>A proposal on intellectual property, similar to the policies adopted for URI &amp; CCRI, has been submitted to RIOHE for consideration and RIBGHE approval.]</b></p>			
	<p><input type="checkbox"/> 3.9.2 - Develop a recruitment, PR, and marketing plan for continuing education, including the development of new programs and offerings that meet critical workforce needs.</p> <p><b>[UPDATE: The proposal to structure and unify certificate program offerings was approved by Council and is being implemented. Additional C.G.S. were approved in Health Psychology and Math Elementary Education Specialist, and federal financial aid eligibility was requested for several of the certificate programs. A Biochemistry track was added to the Chemistry major, and the B.A. in Biology is being converted to a B.S. The B.S. in Music Education has been combined with the Bachelor of Music in Performance to create a single Bachelor of Music degree. Similarly, the various majors in Secondary Ed were consolidated into a single Social Studies major. A new B.S. in Healthcare Administration has been developed and approved internally, and the new B.S. in Radiologic Technology will welcome its first class in fall 2010.</b></p> <p><b>Summer sessions offerings, schedules, and marketing were completed restructured this year, resulting in growth in the undergraduate headcount and FTE, although graduate enrollment decreased due, in part, to higher tuition at RIC than at URI and PC. Search for Dean of Continuing Ed unsuccessful but will be restarted this summer.]</b></p>	<p>Clarify and promote certificate programs; explore Social Work programs for Homecoming 2010; hire new dean of PS/CE spring 2010</p>	<p>Dean of Professional Studies and Continuing Education, Dir. ONPR, Marketing Committee, <b>VPAA</b></p>	<p>Costs associated with paid advertising to be determined once dean is hired</p>

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	<input type="checkbox"/> 3.9.3 - Develop Degree-in-Three Model, if state funded, and connect it to existing initiatives such as EEP, Pathways through College, and other programs. <b>[UPDATE: A report from RIOHE on a Degree-in-Three proposal, including funding issues, is due to be presented to the General Assembly in February 2011. Pathways completed another successful year, with 21 of 21 students accepted to college. The Pathways program was named on February 4 by the College Board as the 2010 winner of the New England Regional Assembly Recognition Award due to its work with students who face multiple barriers to postsecondary education.]</b>	Benchmark will depend on funding, legislation	AVPAA, <b>VPAA</b>	No new resources
	<input checked="" type="checkbox"/> 3.9.4 - Develop one or more health-related programs that serve as an alternative to nursing and that satisfy workforce needs and student demand. <b>[UPDATE: New B.S. in Healthcare Administration has been approved internally. First class of students in B.S. in Radiologic Technology starts in fall 2010.]</b>	New program proposal (B.S. in Health Care Administration) from SON and SOM, May, 2010; launch B.S. Radiologic Technology fall 2010	School Deans, <b>VPAA</b>	No new resources
<b>Institutional Goal 4: Assure Welcoming Facilities, Efficient Services, and a Sense of Community for all Rhode Island College Constituents</b> <b>NEASC Standards: VI, VIII, IX, X</b> <b>RIGHE goal: Promote economic development and social well-being through undergraduate and graduate education, research, public service and use of technology.</b>				
<b>4.2 Update the detailed inventory of the college's buildings and grounds; develop a new</b>	<input checked="" type="checkbox"/> 4.2.1 – With assistance of consultants, complete a 10-year facilities master plan that includes renovated or new teaching and learning spaces. <b>[UPDATE: Preliminary report is due in two weeks and the final report in July 2010.]</b>	Spring 2010 completion	Dir. F&O, <b>VPAF (President)</b>	PO in process for \$298,045 from Asset Protection

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<p><b>priority listing of needed repairs and enhancements. Include parking expansion in next campus Master Plan.</b></p>	<input type="checkbox"/> <p>4.2.2 – Seek the installation of an electronic bulletin board.</p> <p><b>[UPDATE: The grant search continues. Although funding has not yet been secured for the two large electronic bulletin boards envisioned to serve those entering campus from the two main entrances, the college has begun developing the infrastructure for digital signage that could potentially support these units.</b></p> <p><b>The Division of Student Affairs is obtaining a Visix media player to serve as the “brain” of the system. Initially, it will support digital signage at DDC but approval has been given for the unit to support digital signage at the Recreation Center, The Murray Center, and the Student Union.]</b></p>	Fall 2009	Dir. Security & Safety, <b>VPAF (President)</b>	Requested in an unfunded security grant for \$60,000
	<input checked="" type="checkbox"/> <p>4.2.3 – Complete the campus-wide blue light safety system, including the President’s Illuminated Walkway.</p> <p><b>[UPDATE: All of the emergency phones are in place and functioning except for the one in parking lot A, for which the price quote was deemed too high (new quotes are being obtained). It is expected to be in place this summer.</b></p> <p><b>All of the new security cameras have been installed and the old analog cameras are slated for conversion to digital this summer.</b></p> <p><b>The DVR (security camera recording) system is in place and functioning.</b></p> <p><b>Training of Security and Safety on all Campus Alert and security camera monitoring will be done this summer.]</b></p>	November 2009	AVPIS, Dir. Security & Safety, Dir. F&O, <b>VPAF (President)</b>	Anticipate additional expenditures of up to \$90,000 from unrestricted college funds

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	<input checked="" type="checkbox"/> <p>4.2.4 - Decrease incidences of graffiti on facilities and signs.</p> <p><b>[UPDATE: the liaison efforts between RIC Campus Police and the North Providence and Providence Police Departments continues with great success. RIC receives the Providence Police “flash sheet” of information which is issued to regular patrols.</b></p> <p><b>F&amp;O continues its rapid response policy to notifications of graffiti. College has obtained new cleaning agents to combat markings made with hard-to-remove paint.</b></p> <p><b>Security &amp; Safety has increased its efforts to disburse youths seen on campus after normal hours. RIC continues to work with Providence and North Providence police detectives and “gang squad” to, if possible, identify markings and the associated gangs.]</b></p>	Ongoing; rapid response to all reports; develop log of reports and cleanup activities	Dir. F&O, <b>VPAF (President)</b>	No new resources
	<input checked="" type="checkbox"/> <p>4.2.5 – Continue college’s capital development program and Asset Protection (A/P) program.</p> <p><b>[UPDATE: Weekly meetings with Capital Planning Team (President/VPAF, AVPF, AVPIS, Dir F&amp;O, and College Engineer) continue. Special emphasis on end-of-year projects to ensure timely expenditure of full allotment of A/P funds.</b></p>		Dir. F&O, AVPIS, AVPF, <b>VPAF (President)</b>	No new resources

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	<input type="checkbox"/> 4.2.6 - Review all areas of campus that may have health or safety issues and determine a plan to engage in remediation since the attractiveness and functionality of the campus affects retention.  <b>[UPDATE: Bids are currently in on several of 39 projects identified for fire safety improvements but the college continues to await release of ARRA funding.]</b>	Seek grant funding for safety audits; train others in safety audit work, including biosafety; measure effectiveness through spring 10 administration of Great Colleges to Work For (improvement from red to yellow category)	Dir. Security & Safety, <b>VPAF (President)</b>	Unfunded projects have been identified valued at \$3,1M for fire, water, and security.
	<input checked="" type="checkbox"/> 4.2.7 – Implement phased construction plan for Donovan Dining Hall renovations.  <b>[UPDATE: Project is underway; completion scheduled for August 15, 2010.]</b>	Sep. 2010 completion	Dir. F&O, Dir. DDC, <b>VPSA</b>	\$2.2 M from DDC Fund Balance
	<input checked="" type="checkbox"/> 4.2.8 - Advocate for a new Nursing and Health Sciences building to meet workforce demands.  <b>[UPDATE: Worked extensively with state officials to promote funding for a new dedicated facility to be constructed on campus. Ultimately, however, the plan was not supported by RIBGHE, which instead proposed a facility in the Providence “Knowledge District” to be shared with URI. Bond funding for this facility did not make it to the 11/2/10 ballot but funding was provided for further study. This will provide all parties with an opportunity to undertake due diligence before moving forward with any plan.]</b>	Target is Nov. 2010 bond referendum	<b>VPAF, President</b>	\$30,500,000 has been requested in the capital plan
	<input type="checkbox"/> 4.2.9 – Develop an infrastructure plan for the college.  <b>[UPDATE: Infrastructure feasibility study being completed right now and a final report will be available summer 2010.]</b>	Feasibility study completion spring 2010.	Dir. F&O, <b>VPAF (President)</b>	\$150,000 from asset protection



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<b>4.3</b> Develop a comprehensive facilities utilization process, providing a uniform mechanism for reserving rooms and facilities.	<input checked="" type="checkbox"/> 4.3.1 – Initiate the new online Event Management System.  <b>[UPDATE: Program launched in fall 2009 for internal use; full implementation now in final stages and is expected to be operational by June 30, 2010.]</b>	Fall 2009	EMS Implementation Team, AVPIS, <b>VPAF (President)</b>	No new resources; expectation is that system will produce cost avoidance and, when fully operational, will produce revenue for the college.
	<input type="checkbox"/> 4.3.2 – Complete a digitized facilities database; include in fire safety plan.  <b>[UPDATE: Proposal is currently out for bid and is expected to be ready for award later this month.]</b>	June 2010	College Engineer, <b>VPAF (President)</b>	\$150,000 projected to be paid from ARRA Fire Safety Funding from Economic Stimulus
<b>4.4</b> By August 2008, catalog and publicize existing areas where students can gather. By May 08, identify at least one additional space for informal student gatherings, transforming it into an inviting student lounge.	<input checked="" type="checkbox"/> 4.4.1 - Catalogue and publicize where students can gather, featuring new spaces in library, but inclusive of all spaces.  <b>[UPDATE: “Student-Friendly” spaces identified by SCG officers:</b> <ul style="list-style-type: none"> <li>• Alger Hall 1<sup>st</sup> floor lounge</li> <li>• Alger Hall 2<sup>nd</sup> floor reading room</li> <li>• SU Cafe</li> <li>• The Galley</li> <li>• Reinhart Room – Adams Library</li> <li>• DDC (upstairs &amp; downstairs)</li> <li>• Unity Center</li> <li>• SU offices</li> <li>• The Anchor (newspaper) office</li> <li>• Department lounges (not specified)</li> </ul> <b>Student Friendly spaces that could benefit from benches, tables/seating:</b>	December 2009	Dean of Students, <b>VPSA</b>	Collaboration with SCG

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	<ul style="list-style-type: none"> <li>• Student Union plaza between SU and Media Center</li> <li>• Art Center patio</li> <li>• Gaige Hall entry terrace</li> <li>• Alcoves in Craig-Lee Hall]</li> </ul>			
	<input checked="" type="checkbox"/> 4.4.2 - Open a new café to provide food services for students and others on the East Campus. <b>[UPDATE: Completed. Please see January 2010 report for details.]</b>	September 2009	Dir. F&O, Dir. DDC, <b>VPSA</b>	No new resources
<b>4.5</b> <b>Enhance quality and inclusiveness of student life by increasing student engagement in co-curricular activities and attendance at campus events as measured by the 2009 administration of the National Survey of Student Engagement. (2009-2010)</b>	<input checked="" type="checkbox"/> 4.5.1 - Use results from NSSE administered in spring 2009 as the basis for improving student services and increasing student/faculty engagement. <b>[UPDATE VPAA: NSSE results used extensively in NEASC reaccreditation effort in standards on teaching and advising and student services.</b> <b>UPDATE VPSA: Improvements made based on 2009 NSSE results:</b> <b>Student services:</b> <ul style="list-style-type: none"> <li>• email adopted as an official form of communication to students</li> <li>• new electronic student newsletters published by Office of Student Life &amp; Student Activities to communicate valuable information and inform of extracurricular offerings</li> <li>• financial aid refunds disbursed quicker and easier electronically (via the Higher One card or ACH)</li> <li>• East Campus “Galley” cafe opened in Fall 2009</li> <li>• renovations to DDC to offer more dining options and greater flexibility</li> </ul>	Spring 2010	Dean of Students, VPAA, <b>VPSA</b>	TBD by President

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	<ul style="list-style-type: none"> <li>• renovations to Rec. Center underway to improve student recreation needs</li> <li>• changes to dining plan approved (fall 2010 implementation)</li> <li>• RIPTA discount bus pass program facilitated and publicized</li> <li>• full calendar of Welcome Week activities held to attend to students' social needs when they arrive on campus in the fall</li> <li>• Veterans Resource Center opened fall 2009 to assist veterans in their transition to college</li> <li>• additional parking on campus</li> <li>• additional resources allocated for career advising</li> </ul> <p><b>Student-faculty interaction:</b></p> <ul style="list-style-type: none"> <li>• internship and campus employment opportunities made more accessible through "Destinations", the CDC's searchable on-line job board for students/alumni</li> <li>• additional internship &amp; job fairs promoted to students throughout the academic year</li> <li>• faculty recruited as instructors for Student Activities leadership development initiatives (fall &amp; spring)</li> <li>• leadership awards (and award ceremony) created to publicize student extracurricular achievements; faculty &amp; staff involved in nomination process]</li> </ul>			
<input checked="" type="checkbox"/>	<p>4.5.2 - Develop one new project with the community as a form of public service.</p> <p><b>[UPDATE: Completed. Please see January 2010 report for details.]</b></p>	Spring 2010	Dean of Students, Dir. of Student Union, <b>VPSA</b>	No new resources

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	<input checked="" type="checkbox"/> <p>4.5.3 - Solicit feedback from students regarding the new electronic calendar, the new marketing campaign, and other communication devices.</p> <p><b>[UPDATE: Discussions have been held on this issue at regular monthly meetings throughout the academic year between the PEC and the SCG officers. They have reported positive feedback on the "I Am RIC" campaign (which has featured students as well as other members of the extended RIC community) and the switch to email as the primary means of communication with students. A new electronic calendar is becoming operational this month so there is no feedback yet on that feature.]</b></p>	March 2010	Dean of Students, Dir. ONPR, Marketing Team, <b>VPSA</b>	No new resources
<b>4.6</b> <b>Enhance the intercollegiate athletic program to continue to support the success of student-athletes both on the athletic field and in the classroom while serving as a catalyst for alumni, campus, and community outreach and provide a diverse recreation program that supports the broad fitness interests of the entire campus community. On an annual basis submit a report to the President</b>	<input checked="" type="checkbox"/> <p>4.6.1 - Continue work on Recreation Center Renovations &amp; Improvement project.</p> <p><b>[UPDATE: Project will be out to bid during the summer. Construction is expected to begin early in the fall.]</b></p>	2011	Dir. IAIR, Dir. F&O, <b>VPSA</b>	\$11,385,000 in RIHEBC bonds backed by student fees
	<input checked="" type="checkbox"/> <p>4.6.2- Require a report from the athletics director that specifies the ways the athletic and recreation facilities enhance participation and graduation rates, including diversity.</p> <p><b>[UPDATE: During the 2009-10 academic year the more than 325 student-athletes participating in the intercollegiate athletic program continued to perform as well in the classroom as they did in the athletic arena.</b></p> <p><b>During the fall 2009 semester, four student-athletes posted perfect 4.0 GPA's, 98 earned a 3.0 GPA or better, and 68 made the Dean's List.</b></p>	spring 2010, ongoing	Dir. IAIR, <b>VPSA</b>	No new resources

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with a comprehensive review of the intercollegiate athletic program, the recreation program, and accompanying facilities and specific objectives for the following year.	<p>The spring 2010 semester was another banner one as seven student-athletes posted 4.0 or better GPA's, 96 attained a 3.0 GPA or better, and 61 earned Dean's List status.</p> <p>A report prepared during the fall semester showed that student-athletes continue to achieve at a higher persistence rate than that of the general student body. The 2004 freshmen class was tracked based on the criteria that they utilized four years of academic eligibility (2 years if a transfer), which equated to being enrolled in the student-athlete support program for 4/2 years; 35% of the student-athletes from that class graduated in 4 years, 72% graduated in 5 years or less, and 25% were still enrolled. In total, 97% had graduated or were still in school.]</p>			
4.8 During the 2008-09 academic year, commence the codification of current policies, procedures, and guidelines used by the College.	<p><input checked="" type="checkbox"/> 4.8.1 - Institute a college-wide Policy on Administrative Policies, which will include a standardized process for the generation, approval, and dissemination of all policies, procedures, processes, and practices. [UPDATE: Completed. Please see January 2010 report for details.]</p> <p><input type="checkbox"/> 4.8.2 – In accordance with the Policy on Administrative Policies, complete a comprehensive update of non-academic college policies and procedures to ensure that the College Handbook will be accurate for the 2011 NEASC accreditation visit. [UPDATE VPAA: The academic grievance policy, the academic integrity policy, and the graduate program policies have all been modified in the last year, and a set of new policies on certificate programs was approved.]</p>	September 2009	ATTP, <b>President</b>	No new resources
		June 2010	ATTP, <b>President</b>	No new resources

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	<p>A link to HR policies has been added to the policies webpage.</p> <p>UPDATE PRES: A new policy on "Communication of VIP Campus Visits" was developed and implemented. A policy on "College Facilities – Use and Rental" (to support EMS) is nearing completion. The development of this policy has spurred the review of several other college policies, such as posting, signage, and other areas related to facility use and rental.]</p>			
	<input checked="" type="checkbox"/> <p>4.8.3 - Promote efficiency in personnel services by implementing the PeopleSoft electronic time and labor module and PeopleAdmin HR program on a college-wide basis.</p> <p>[UPDATE: Completed. Please see January 2010 report for details.]</p>	June 2010	MIS, Payroll Office, <b>VPAF</b>	\$22,000 implementation cost
<p><b>4.9</b> Continue to strengthen and expand activities to enhance staff diversity throughout the College (2007-2010)</p>	<input checked="" type="checkbox"/> <p>4.9.1 – Enhance staff diversity.</p> <p>[UPDATE: RIC has made great strides in improving the self identification of minority candidates. Prior to the implementation of PeopleAdmin, the ID rate was about 27%. Since its debut last fall, that figure has climbed to approximately 80%.]</p>	Progress reports Jun. 2010	AVPHR, <b>VPAF (President)</b>	\$22,000 implementation cost

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**Institutional Goal 5: Ensure a Continuing Resource Base that Allows the College to Offer Excellent Programs at an Affordable Cost**

**NEASC Standards: VIII, IX**

**RIBGHE goal: Produce a more competitive workforce through emphasis on quality education.**

<p><b>5.1</b></p> <p><b>By FY10, the assets of the Rhode Island College Foundation shall reach \$25M.</b></p>	<input checked="" type="checkbox"/>	<p>5.1.1 – RIC Foundation to raise \$1 million in FY10.</p> <p><b>[UPDATE: In the first 10 months of FY10, the RIC Foundation raised \$1,699,739. Foundation assets now stand at \$19,176,781. This is a major accomplishment in light of the severe national recession – which hit RI harder than most other states.]</b></p>	<p>Hire VPCA/EDF</p>	<p><b>VPCA/EDF</b></p>	<p>TBD by VPCA</p>
<p><b>5.2</b></p> <p><b>By 2010, the number and dollar amounts of grants obtained and the percent of faculty-administrators involved in pursuing grants will be 20 percent higher than in 2007.</b></p>	<input checked="" type="checkbox"/>	<p>5.2.1 - By 2010, the number and dollar amounts of grants obtained and the percent of faculty/administrators pursuing grants will be 20% higher than in 2007.</p> <p><b>[UPDATE: To date, grants obtained through ORGA this fiscal year are up by 18.8% over the baseline year of FY 2007 and are expected to grow further as the 4<sup>th</sup> quarter is completed.]</b></p>	<p>Seek staffing increase in ORGA to 2 FTE positions, spring 2010</p>	<p><b>ORGA, VPAA</b></p>	<p>TBD by VPAA</p>
<p><b>5.3</b></p> <p><b>Develop an action plan to engage the College community in an effort to ensure that, by 2010, funds appropriated by the state for the College will be at least 10 percent higher than in</b></p>	<input checked="" type="checkbox"/>	<p>5.3.1 - Develop a list of persons on campus who are engaged in public service on boards and committees; recognize and encourage such service.</p> <p><b>[UPDATE: A list was developed of such individuals earlier in the academic year. A May 2010 update of this list has so far identified the involvement of RIC faculty and staff on 38 different public boards, commissions, and agencies.]</b></p>		<p><b>President</b></p>	<p>No new resources</p>

Objective and Proposed Completion Date	Action Items Updates and Actual Dates of Completion	Benchmark/Metric and Projected Completion Dates	Person(s) Responsible (Reporting Official indicated in bold)	Resources Needed (If fiscal, list cost estimate and source of funds)
<b>2007.</b>	<input type="checkbox"/> 5.3.2 - As resources permit, develop recruiting and marketing strategies to capitalize upon and publicize existing and new research/public service initiatives and to familiarize the state and region with the college's comprehensive nature.  <b>[UPDATE: Vision 2015 contains a major objective for RIC to contribute to the economic development and quality of life in the state, with six sub-objectives to achieve that goal.]</b>	Convene faculty experts, fall 2009	Dir. of ONPR, <b>VPAA</b>	No new resources
	<input type="checkbox"/> 5.3.3 - Develop an action plan to engage the RIC community in demonstrating the contributions made by the college to state economic development – both directly as an employer of nearly 1,000 and research/grant activity, and as well as indirectly through its graduates, and service to the community. Use this data to help seek an increase of FY11 state support of at least 1% higher than the FY10 appropriation.  <b>[UPDATE: An intensive schedule of meetings by the President and others with state officials has yielded a state appropriation for FY11 that essentially reflects level funding. In this fiscal climate, that is considered an exceptional result. RIOHE, together with a consultant and in cooperation with the three institutions, is planning to conduct a statewide Higher Education Economic Impact report. The proposal calls for the research to commence this summer.]</b>		Dir. of ONPR, Dir. of IR, <b>President.</b>	TBD by President



## PLAN 2010 GLOSSARY OF ACRONYMS

<b>AA</b>	<b>Affirmative Action</b>	<b>MTP</b>	<b>Metropolitan Tuition Program</b>
<b>A/P</b>	<b>Asset Protection</b>	<b>N&amp;T</b>	<b>Network and Telecommunications</b>
<b>ARRA</b>	<b>American Recovery and Reinvestment Act</b>	<b>NEASC</b>	<b>New England Association of Schools and Colleges</b>
<b>ASAC</b>	<b>Academic and Student Affairs Committee (of RIBGHE)</b>	<b>OASIS</b>	<b>Office of Academic Support and Information Services</b>
<b>ATTP</b>	<b>Assistant to the President</b>	<b>ONPR</b>	<b>Office of News and Public Relations</b>
<b>AVPAA</b>	<b>Assistant Vice President for Academic Affairs</b>	<b>ORGA</b>	<b>Office of Research and Grants Administration</b>
<b>AVPF</b>	<b>Assistant Vice President for Finance and Controller</b>	<b>PEC</b>	<b>President's Executive Cabinet</b>
<b>AVPHR</b>	<b>Assistant Vice President for Human Resources</b>	<b>PK-16</b>	<b>Pre-Kindergarten to Grade 16 (baccalaureate degree)</b>
<b>AVPIS</b>	<b>Assistant Vice President for Information Services</b>	<b>RIBGHE</b>	<b>Rhode Island Board of Governors for Higher Education</b>
<b>BRC</b>	<b>Budget Review Committee</b>	<b>RIOHE</b>	<b>Rhode Island Office of Higher Education</b>
<b>CASO</b>	<b>Committee on Assessment of Student Outcomes</b>	<b>SCG</b>	<b>Student Community Government</b>
<b>CDC</b>	<b>Career Development Center</b>	<b>SOM</b>	<b>School of Management</b>
<b>COGE</b>	<b>Committee on General Education</b>	<b>SON</b>	<b>School of Nursing</b>
<b>DCYF</b>	<b>Department of Children, Youth and Families</b>	<b>SSW</b>	<b>School of Social Work</b>
<b>DDC</b>	<b>Donovan Dining Center</b>	<b>STEM</b>	<b>Science, Technology, Engineering, and Mathematics</b>
<b>F&amp;O</b>	<b>Facilities and Operations</b>	<b>SU</b>	<b>Student Union</b>
<b>FAS</b>	<b>Faculty of Arts and Sciences</b>	<b>USS</b>	<b>User Support Services</b>
<b>FSEHD</b>	<b>Feinstein School of Education and Human Development</b>	<b>VPAA</b>	<b>Vice President for Academic Affairs</b>
<b>HR</b>	<b>Office of Human Resources</b>	<b>VPAF</b>	<b>Vice President for Administration and Finance</b>
<b>IAIR</b>	<b>Intercollegiate Athletics, Intramurals, &amp; Recreation</b>	<b>VPCA/EDF</b>	<b>Vice President, College Advancement/Executive Director of the Foundation</b>
<b>IR</b>	<b>Office of Institutional Research and Planning</b>	<b>VPSA</b>	<b>Vice President for Student Affairs</b>
<b>JAA</b>	<b>Joint Admissions Agreement</b>		
<b>MIS</b>	<b>Management Information Services</b>		

## **APPENDIX: PLAN 150 OBJECTIVES COMPLETED AS OF 7/1/09**

- 1.6 Strengthen the library collection; expand access to electronic knowledge resources; create student social spaces in the library where students can meet, do group work, and use their laptops. Explore the feasibility of establishing a Learning Commons in the library that accommodates individual research and collaborative learning. (2007-2010)**
- 1.8 By fall 2008, provide all students with an academic advisor who is knowledgeable about curriculum and academic policy.**
- 3.3 By 2009, increase by 2% the recruitment and enrollment of transfer students.**
- 3.4 Beginning with fall 2008, sophomore to junior year, and junior to senior year retention will increase by 1% per year.**
- 3.5 Decrease by 1% the gap in retention between minority students and other students. (beginning with fall 2009)**
- 3.6 Decrease by 1% the gap in retention between out-of-state and in-state students. (beginning with fall 2009)**
- 3.7 Decrease by 1% the graduation gap between minority students and other students. (by spring 2010)**
- 4.7 By August 2007, revivify the college's service agenda. Continue to provide faculty and staff with opportunities for skill development and integration into the college community.**
- 5.4 During 2007, expand the College's centralized and coordinated recycling program. By December 2009, expand the centralized and coordinated program to control costs for energy, supplies, and equipment at the College.**