



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

## IMPLEMENTATION PLAN FOR 2009-2010

INCLUDES ALL CHANGES MADE PURSUANT TO THE TASK FORCE MEETING OF OCTOBER 23, 2009

PLEASE NOTE:

- A GREEN CHECK BOX (☑) INDICATES THAT THE SPECIFIC ACTION ITEM HAS BEEN COMPLETED, EVEN THOUGH FOLLOW-UP ACTIVITIES MAY STILL BE TAKING PLACE.
- A glossary of common acronyms may be found at the end of this report.
- Numbering of objectives corresponds with original Plan 2010 developed in 2007 (some new objectives added in 2008 and 2009).
- Numbering of action items is reset for 2009-2010.
- All completed objectives for Plan 150 may be found in the appendix; accordingly, there are several numbering gaps between objectives listed in the far left hand column.

**Institutional Goal 1: Ensure high quality learning opportunities for all students.**

**NEASC Standards: I, II, III, IV, VII**

**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.**

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>	<input type="checkbox"/> 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: CLA results collected, shared with PEC and CASO; to be posted on VSA website.]</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
	<input type="checkbox"/> 1.1.2 - Ensure that learning outcomes are written and adopted for RIC's general-education program. <b>[UPDATE: COGE is transforming current Gen Ed goals into assessable learning outcomes; Gen Ed assessments being developed for ENGL 161, HIST 161, math, lab sciences, and writing across the curriculum.]</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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	<input type="checkbox"/> 1.1.3 – Complete assessment plan for developmental mathematics. <b>[UPDATE: Group to be reconvened this year.]</b>	09-10 academic year. Plan fall 2009; implementation spring 2010	Spl. Ass't. to VPAA for Student Outcomes Assessment, Math Dept. Chair, Writing Director, OASIS Director, <b>VPAA</b>	No new resources
	<input type="checkbox"/> 1.1.4 - Develop and implement assessment plans for graduate programs in arts and sciences. <b>[UPDATE: Effort to begin assessment in all graduate programs to be completed this year.]</b>	Report June 2010	Spl. Ass't. to VPAA for Student Outcomes Assessment, Dean of Graduate Studies, <b>VPAA</b>	OHE provides funding for consultant Peggy Maki
<b>1.2</b> <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.</b>	<input type="checkbox"/> 1.2.1 - Initiate self study for NCATE reaccreditation through the Feinstein School of Education and Human Development. <b>[UPDATE: Committees to be formed. New assessment system based on work sample, student dispositions subject of FSEHD retreat on 8/24/09.]</b>	Initiate SPA review reports submitting TESL, IRA, Educational Leadership, Special Education by 2/1/2010	Dean of FSEHD, <b>VPAA</b>	No new resources
	<input type="checkbox"/> 1.2.2 - Purchase an electronic assessment tool such as Chalk and Wire; provide training for FSEHD faculty in its use. <b>[UPDATE: Core group of faculty trained on Chalk and Wire 9/14-15/09. Further training for larger groups to be conducted in October by core faculty. System being implemented school-wide.]</b>	System initiated in fall 2009; training through spring 2010	Dean and Technology Coordinator of FSEHD, AVPIS, <b>VPAA</b>	\$4,500 for training

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<p><b>1.3</b></p> <p><b>By spring 2008, Deans will submit plans to the Vice President 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.</b></p>	<p><input type="checkbox"/> 1.3.1 - Continue efforts to enhance student internships.</p> <p><b>[UPDATE: Career Development Center added 2 FTE to strengthen student internship opportunities – an Assistant Director, Counseling &amp; Employer Relations (new position) and an Assistant Director, Counseling and Experiential Opportunities (redeployment of existing personnel). Budget and Purchasing interns continue to succeed in their 3<sup>rd</sup> and 2<sup>nd</sup> years, respectively. Summer 2009 pilot of F&amp;O interns in capital projects and operations but found that different skills were needed.]</b></p>		<p>Career Development Office, VPAA, VPAF, <b>VPSA</b></p>	<p>Reallocated Student Wages within the General Education Budget; proposed hiring of a capital project assistant on a monthly payroll basis.</p>
<p><b>1.4</b></p> <p><b>By fall 2008, design a comprehensive developmental education plan in</b></p>	<p><input type="checkbox"/> 1.4.1 - Develop a comprehensive developmental education plan.</p> <p><b>[UPDATE: Gen Ed revision currently included in draft strategic plan.]</b></p>	<p>Embed in Gen. Ed. revision to be initiated in spring 2010</p>	<p>OASIS Director, AVPAA, <b>VPAA</b></p>	<p>No new resources</p>

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<p><b>support of a demonstration project to enhance the preparation and success of prospective and newly enrolled students who have deficient academic preparation.</b></p>	<p><input type="checkbox"/> 1.4.2 - Identify funding for continuation of the Mt. Pleasant High School/RIC Partnership.</p> <p><b>[UPDATE: In the fall of 2009 the Pathways Through College program, which began in 2007 as a single-semester program partnered with Mt. Pleasant High School, expanded into a two semester, 30-credit program. Twenty students are currently enrolled in five courses and, at the completion of their senior year of high school, will have completed over 30 credits towards college completion. Forty-one students have completed the Pathways program and 23 students are currently attending RIC. Continuation of funding is an ongoing issue. As of now, RIOHE will remain the primary source, RIC will continue to waive tuition and fees; supplemental third-party funding continues to be sought.]</b></p>		<p>Ass't. to President for Community Affairs, ORGA, RIC Foundation, <b>President</b></p>	<p>Need Estimate from ORGA to be charged to either a grant or grant generated overhead.</p>
<p><b>1.5</b></p> <p><b>During the 2007-08 academic year, develop a comprehensive plan for educational technology including, as resources permit, electronic classrooms, labs, and other academic venues.</b></p>	<p><input type="checkbox"/> 1.5.1 - Place Gaige 164 in service as a videoconferencing and lecture capture facility.</p> <p><b>[UPDATE: Summer 2009, USS updated 9 classrooms with e-features bringing the percentage of e-classrooms to 60% of the 80 total classrooms at RIC.]</b></p>	<p>August 2010 as part of STEM II</p>	<p>AVPIS, Dir. F&amp;O, <b>VPAF</b></p>	<p>Estimated cost of completion is \$100,000 with proposed charge to STEM II contingency as a change order.</p>

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<b>1.7</b> <b>By July 2010, implement the Science, Technology, Engineering, and Mathematics (STEM) initiative.</b>	<input type="checkbox"/> 1.7.1 - Complete STEM Phase II. <b>[UPDATE: In summer 2009, USS updated 9 classrooms with e-features bringing e-classrooms to 60% of the total number of classrooms campus-wide.]</b>	August 2010 completion	AVPIS, Dir. F&O, <b>VPAF</b>	The total PO is \$3,326,310; asset protection share is \$1,334,002.92, the balance is COPS (\$1,992,307.08.)
	<input type="checkbox"/> 1.7.2 - Increase programming for PK-12 in-service and pre-service teachers in the STEM Center. <b>[UPDATE: e-workshops being developed by assistant director of STEM Center.]</b>	Math e-Workshop Series fall 09-spring 10; develop and offer math course for e-workshop participants spring 10	Director and Ass't. Directors of STEM Center, Dean of FSEHD, <b>VPAA</b>	No new resources
	<input type="checkbox"/> 1.7.3 - Develop new cooperative initiatives with RIDE. <b>[UPDATE: FSEHD Dean working with RIDE partnership committee on new cooperative efforts. STEM Center initiating work on strengthening math and science in-service education. Agreement being developed for intermediate service providers to improve math and science achievement.]</b>	Partnership monthly meetings	Dean and Ass't. Dean of FSEHD, <b>VPAA</b>	No new resources
<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 type="checkbox"/> 1.9.1 - Seek funding to develop a Teaching and Learning Center. <b>[UPDATE: Proposal submitted to the Davis Educational Foundation on 9/25/09; Davis site visit held 10/22/09.]</b>	Submit proposal fall 09	ORGA, USS, <b>VPAA</b>	Proposal submitted for approximately \$60,000 per year

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<p><b>1.10</b></p> <p><b>For each year of this plan, continue to strengthen and expand activities to enhance faculty diversity throughout the College.</b></p>	<input type="checkbox"/> 1.10.1 – Review data on faculty diversity and develop a plan to enhance the college’s position and procedures in diversifying the faculty.  <b>[UPDATE: Approval of searches for this year are pending. Data committee to be convened. Beginning this year, deans/VPAA will conduct faculty hiring workshops.]</b>	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	IR, School Deans, HR, <b>VPAA</b>	No new resources
<p><b>1.11</b></p> <p><b>Ensure continued institutional quality and accountability through accreditation-related activities and planning processes.</b></p>	<input type="checkbox"/> 1.11.1 - Complete the CSWE accreditation review of the School of Social Work programs.  <b>[UPDATE: Site visit set for 2/9-10/2010.]</b>	Site visit in spring 2010	Dean of School of Social Work, <b>VPAA</b>	No new resources
<input type="checkbox"/> 1.11.2 - Complete five-year institutional strategic plan with an emphasis on quality teaching and learning.  <b>[UPDATE: Draft goals and objectives submitted to PEC and community. To be finalized fall 09 with mapping to NEASC standards and RIBGHE goals using template for Plan 2010.]</b>	Complete draft plan in fall 2009; final approvals in spring 2010	Strategic Planning Committee, <b>VPAA</b>	No new resources	
<input type="checkbox"/> 1.11.3 - Complete NEASC self-study and related materials to achieve regional accreditation as a measure of institutional quality.  <b>[UPDATE: Committee membership being solicited and committees being formed; 11/18/09 set as kick-off for self-study committees. Committees will review standards and collect data this fall, draft outline of report in spring, produce text in fall 2010.]</b>	Committees formed in fall 2009, data collected and outline drafted May 2010	NEASC Self Study Committee, <b>VPAA</b>	Costs associated with faculty leadership of process	

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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 type="checkbox"/>	<p>2.1.1 – Prioritize faculty/staff research initiatives in the news media.</p> <p><a href="#">[UPDATE: Faculty Research Fund and Faculty Development Fund projects to be posted on ORGA website. Projects to be mined for suitability for the media.]</a></p>	<p>Post faculty activities funded by Faculty Research and Faculty Development Funds by end of all 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 publicize existing and new</b></p>	<input type="checkbox"/>	<p>2.2.1 – Hold a showing of the college's gift from the Warhol Foundation for the Visual Arts.</p> <p><a href="http://www.ric.edu/bannister/dec_09.php">[UPDATE: This show will be held at the Bannister Gallery from December 9, 2009 through January 8, 2010. See http://www.ric.edu/bannister/dec_09.php.]</a></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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<b>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)</b>	<input 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.  <b>[UPDATE: Developed 1 pg/2-sided case statement for Art Center/Nursing Building; mtg. w/RIBGHE Facilities/Finance/Mgt Committee 8/12; mtg. with Chair Caprio 9/25; campus tour w/Mrs. Carcieri 10/7; met w/ State Budget office 10/7.]</b>	Seek 2010 general obligation bond issue or RICAP funding	<b>President</b>	No new resources
	<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.  <b>[UPDATE: Student "numbers" committee convened. AVPAA will be presenting recruitment targets and plan in October. Data collection to be initiated this fall for retention plan.]</b>	Committee formed fall 2009, targets set by Dec. 2009	<b>AVPAA, VPAA</b>	No new resources
	<input type="checkbox"/> 2.2.4 - Raise the profile of and participation in mentored undergraduate research.  <b>[UPDATE: ORGA hosted a CUR-sponsored audioconference on increasing participation in undergraduate research on 6/24/09, which 12 faculty members attended. DeStefano Fund recipients presented to donors and college faculty/administrators on 9/24/09. Student Convocation of Scholars committee to be convened this fall.]</b>	Coordinate Student Convocation of Scholars, Honors Program, DeStefano Fund; initiate participation by SOM in Honors program, May 2010	<b>ORGA, School Deans, Alumni Affairs, VPAA</b>	Additional funding for undergraduate research will be sought



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	<input type="checkbox"/> 2.2.5 – Establish an external advisory committee for the Feinstein School of Education and Human Development.  <b>[UPDATE: RIOHE has approved a search for FSEHD dean.]</b>	Spring 2010, after search for permanent dean is completed; form committee Feb. 2010; first meeting in late spring 2010	Dean of FSEHD, <b>VPAA</b>	No new resources
	<input type="checkbox"/> 2.2.6 – Develop new relationships and initiatives with business community for underserved populations through Northern Rhode Island Chamber of Commerce.  <b>[UPDATE: Director of Outreach Programs attended Business Leaders Day sponsored by Senator Reed in DC on 9/16/09. Results given below.]</b>	Obtain 3 new internship sites with area businesses by January 2009	Dir. of Outreach Programs, <b>VPAA</b>	No new resources
	<input type="checkbox"/> 2.2.7 – Increase services to populations needing basic employment skills.  <b>[UPDATE: Cynthia Butler, owner of Butler &amp; Associates Human Resources, an organization that assists adults in finding employment and training, asked Director to conduct a workshop for her clients and business partners. Paul Quellette from the Northern RI Chamber of Commerce is interested in working with Outreach Programs to offer Financial Literacy classes and Job Skills preparation.]</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

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	<input type="checkbox"/> 2.2.8 - Develop two new training programs in fields identified by the RI Dept. of Labor & Training as being in-demand or rapidly growing.  <b>[UPDATE: Visiting Nurses of RI is interested in partnering with Outreach Programs on a Certified Nursing Assistant program. The application process to become a Rhode Island Certified facility to offer CNA training has begun.]</b>	Nursing Assistant and Daycare Provider training will be explored, June 2010	Dir. of Outreach Programs, <b>VPAA</b>	No new resources
	<input type="checkbox"/> 2.2.9 – Improve RIC’s position on sustainability.  <b>[UPDATE: New website posted fall 09 at <a href="http://www.ric.edu/green/">http://www.ric.edu/green/</a>. Features farmers market, RIC Funds Card, O.P. education programs, facilities initiatives on campus, and print conservation program. O.P. is partnering with Aperion Institute to incorporate green business certification into all O.P. programs and a course for elementary school teachers on incorporating environmental issues into lesson plans. O.P. present at Sustainability Festival on 9/26/09. New web system for Curriculum Committee. Sustainability webinar scheduled for senior administration 10/21/09]</b>  <b>Conducting feasibility study for wind and solar applications on campus.</b>	Post RIC “green” webpage fall 09; work with Aperion 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</b>	TBD by VPAA and VPAF
	<input type="checkbox"/> 2.2.10 - Review effectiveness of new partnership outreach efforts through Ass’t. Dean FSEHD.  <b>[UPDATE: Assessment to be developed.]</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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<p><b>2.3</b></p> <p><b>By May 2009, develop a strategy to increase alumni involvement with and support for scholarship and public service initiatives.</b></p>	<input type="checkbox"/> 2.3.1 - Continue efforts to build school and constituency-specific alumni programming and outreach efforts.  <p>[UPDATE: A search for the new VP is underway; review of applications begins on October 16 and will continue until a successful candidate is identified. For the job description, see <a href="http://www.ric.edu/hr/employopp/pdf/VP%20College%20Advancement-Exec%20%20Dir%20%20Foundation%20j.d.%209-09.pdf">http://www.ric.edu/hr/employopp/pdf/VP%20College%20Advancement-Exec%20%20Dir%20%20Foundation%20j.d.%209-09.pdf</a>.</p> <p>In addition, conducted meetings with deans &amp; directors re: fundraising and friendraising activities and naming opportunities. SoN, Kick Up Your Heels event; 2<sup>nd</sup> Spring Founders Circle letter appeal; SSW: newsletter; SoM: Wall of Honor event, naming opportunities; Bannister Gallery: Friends of Bannister Gallery fall letter appeal; tribute events fundraising planning. Visits with Foundation Trustees/donors; Foundation orientation meeting with Trustees, 10-15-09.]</p>	<p>Upon selection of new VP, College Advancement/Exec. Dir. of the Foundation</p>	<p>Alumni Office, Foundation, <b>VPCA/EDF (President)</b></p>	<p>TBD by VPCA</p>
	<input type="checkbox"/> 2.3.2 - Increase alumni involvement with scholarship and public service initiatives.  <p>[UPDATE: For the 09-10 academic year the Alumni Association Scholarship Committee awarded 143 students over \$100,000 in scholarship aid in amounts from \$300-\$4000. The Young Alumni group has continued providing volunteer assistance to the RI Community Food Bank by helping to sort food drive donations. In addition, alumni have been placed on search committees and on school advisory boards.]</p>		<p>Alumni Office, <b>VPCA/EDF (President)</b></p>	<p>TBD by VPCA</p>

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<b>2.4</b> <b>Strengthen Graduate Education</b>	<input type="checkbox"/> 2.4.1 – Explore expansion of the Master’s of Nursing program to include a Nurse Practitioner option. <b>[UPDATE: Feedback requested from OHE.]</b>	09-10 academic year	Dean of School of Nursing, <b>VPAA</b>	No new resources
	<input type="checkbox"/> 2.4.2 - Develop a recruitment, PR, and marketing strategy for graduate education. <b>[UPDATE: Interim Dean of Graduate Studies hired fall 2009 on a release-time basis. Web improvements that make graduate studies more accessible and website more informative are being pursued.]</b>	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 type="checkbox"/> 2.4.3 - Increase the coherence and consistency of admissions, services, and standards for graduate education across the college. <b>[UPDATE: Graduate Studies Handbook being updated. Centralized application and monitoring process being developed. Graduate coordinators will be convened for first time in years.]</b>	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
<b>Institutional Goal 3: Recruit, Enroll, Retain, and Graduate Qualified Students from all Backgrounds</b> <b>NEASC Standards: III, IV</b> <b>RIBGHE goal: Improve participation and graduation rates in higher education.</b>				

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<b>3.1</b> <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.</b>	<input type="checkbox"/> 3.1.1 – Develop a target class profile to assist the Admissions Office in its recruitment efforts. <b>[UPDATE: Student “numbers” committee convened and will be presenting targets and plan in October.]</b>	Committee convened fall 2009, January 2010	Dir. of Admissions, Dir. Publishing Services, AVPAA, <b>VPAA</b>	No new resources
<b>3.2</b> <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)</b>	<input type="checkbox"/> 3.2.1 - Enhance student diversity. <b>[UPDATE: Student “numbers” committee convened and will be presenting targets and plan in October.]</b>	Develop a target profile and recruitment plan, January 2010	AVPAA, <b>VPAA</b>	TBD/VPAA
<b>3.8</b> <b>Decrease by 1% the graduation gap between Pell Grant recipients and other students. (by spring 2010)</b>	<input type="checkbox"/> 3.8.1 - Collect data on analysis of current graduation gap between Pell grant recipients and other students. <b>[UPDATE: Data collection to be initiated this fall.]</b>	Initiate data collection procedures and assess student performance in specific courses, GPAs, off-campus work, and other factors, 09-10 academic year	IR, AVPAA, <b>VPAA</b>	No new resources

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<b>3.9</b> <b>By June 2008, 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.</b>	<input type="checkbox"/>	3.9.1 - Explore alternative delivery of instruction and offer at least 40 hybrid courses with an assessment of their effectiveness.  <b>[UPDATE: Workshop for 38 faculty conducted in summer of 2009. All workshop participants are teaching/will teach an online course in fall 2009 or spring 2010.]</b>	Deliver courses, plan for 2010 summer workshop, 09-10 academic year	<b>VPAA</b>	Costs for repeat of summer workshop will depend on offering
	<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.  <b>[UPDATE: Approval obtained to search for a Dean of Professional Studies and Continuing Education. Search committee formed and ad for national search being developed.]</b>	Clarify and promote certificate programs; explore Social Work programs for Homecoming 2010; hire new dean of PS/CE spring 2010	Dean of Professional Studies and Continuing Education, Dir. ONPR, Marketing Committee, <b>VPAA</b>	Costs associated with paid advertising to be determined once dean is hired
	<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: Legislation pending. AVPAA appointed as lead contact on Degree-in-Three.]</b>	Benchmark will depend on funding, legislation	<b>AVPAA, VPAA</b>	No new resources

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	<input 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: Deans of Nursing and Management partnering on development of new B.S. in Health Care Administration, with plans to submit proposal to Curriculum Committee this year. B.S. in Radiologic Technology now included in college admissions literature.]</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>RIBGHE goal: Promote economic development and social well-being through undergraduate and graduate education, research, public service and use of technology.</b>					
<b>4.2</b> <b>Update the detailed inventory of the college's buildings and grounds; develop a new priority listing of needed repairs and enhancements. Include parking expansion in next</b>	<input 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: State Purchasing approved the college's recommendation of hiring Saratoga Associates of Saratoga Springs, NY on 9/28/09.]</b>	Spring 2010 completion	Dir. F&O, <b>VPAF</b>	PO in process for \$298,045 from Asset Protection
	<input type="checkbox"/>	4.2.2 – Seek the installation of an electronic bulletin board.	Fall 2009	Dir. Security & Safety, <b>VPAF</b>	Requested in an unfunded security grant for \$60,000

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<b>campus Master Plan.</b>	<input checked="" type="checkbox"/> 4.2.3 – Complete the campus-wide blue light safety system, including the President’s Illuminated Walkway.  [UPDATE: The illuminated walkway was substantially completed with a dedication held on 09/09/09 at 9:00 pm. President Carriuolo led hundreds of members of the campus community for a stroll along part of the walkway. At the time of the dedication, 15 All-Campus Alert (ACA) units lined the Walkway, with 15 additional units located elsewhere on campus; an additional 8 were to be installed. The ACA units are capable of broadcasting audible messages throughout campus. In addition, 27 new surveillance cameras installed within the units, combined with 20 cameras already in place, will provide significant security camera coverage with feeds directed to Security and Safety for monitoring and video capture.]	November 2009	AVPIS, Dir. Security & Safety, Dir. F&O, <b>VPAF</b>	Anticipate additional expenditures of up to \$90,000 from unrestricted college funds
	<input type="checkbox"/> 4.2.4 - Decrease incidences of graffiti on facilities and signs.	Ongoing; rapid response to all reports; develop log of reports and cleanup activities	Dir. F&O, <b>VPAF</b>	No new resources



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	<input type="checkbox"/> 4.2.5 – Continue college’s capital development program and Asset Protection (AP) program.  <b>[UPDATE: Continuing capital plan team meetings; updated 5 year capital plan to reflect anticipated milestones from the impending master plan; President has requested to the State Budget Officer that a new Nursing/Health building and renovation/expansion of the Art Center be moved to the top of the list of unfunded capital projects.]</b>		Dir. F&O, AVPIS, AVPF, <b>VPAF</b>	No new resources
	<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.	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</b>	Unfunded projects have been identified valued at \$3,1M for fire, water, and security.
	<input type="checkbox"/> 4.2.7 – Implement phased construction plan for Donovan Dining Hall renovations.  <b>[UPDATE: Architect appointed; preparation of materials for bid process almost complete; bid process expected to be underway by 11/09.]</b>	Sep. 2010 completion	Dir. F&O, Dir. DDC, <b>VPSA</b>	\$2.2 M from DDC Fund Balance

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	<input type="checkbox"/> 4.2.8 - Advocate for a new Nursing and Health Sciences building to meet workforce demands. <b>[UPDATE: New nursing building added to the college capital plan. Developed 1 pg/2-sided case statement for Art Center/Nursing Building; mtg. w/RIBGHE Facilities/Finance/Mgt Committee 8/12; mtg. with Chair Caprio 9/25; campus tour w/Mrs. Carcieri 10/7; met w/ State Budget office 10/7.]</b>	Target is Nov. 2010 bond referendum	VPAF, <b>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 is underway and on target for spring 2010 completion.]</b>	Feasibility study completion spring 2010.	Dir. F&O, <b>VPAF</b>	\$150,000 from asset protection
<b>4.3</b> <b>Develop a comprehensive facilities utilization process, providing a uniform mechanism for reserving rooms and facilities.</b>	<input type="checkbox"/> 4.3.1 – Initiate the new online Event Management System. <b>[UPDATE: Completed phase I; full EMS implementation expected Spring 2010.]</b>	Fall 2009	EMS Implementation Team, AVPIS, <b>VPAF</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.	June 2010	College Engineer, <b>VPAF</b>	\$150,000 projected to be paid from ARRA Fire Safety Funding from Economic Stimulus

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<p><b>4.4</b></p> <p><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.</b></p>	<input 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 leaders have provided listing of spaces where students can gather; these will be publicized through a new "Student Briefs" electronic newsletter.]</b>	December 2009	Dean of Students, <b>VPSA</b>	Collaboration with SCG
	<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: Opened September 2009 and formally dedicated on 9/9/09. Named "The Galley" as a result of SCG-sponsored naming contest.]</b>	September 2009	Dir. F&O, Dir. DDC, <b>VPSA</b>	No new resources
<p><b>4.5</b></p> <p><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></p>	<input 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: IR is preparing report; RIOHE is scheduling presentation to ASAC for Feb. 2010.]</b>	Spring 2010	Dean of Students, VPAA, <b>VPSA</b>	TBD by President
	<input type="checkbox"/> 4.5.2 - Develop one new project with the community as a form of public service.  <b>[UPDATE: Office of Student Activities is coordinating with various student organizations to develop multiple new community service projects.]</b>	Spring 2010	Dean of Students, Dir. of Student Union, <b>VPSA</b>	No new resources
	<input type="checkbox"/> 4.5.3 - Solicit feedback from students regarding the new electronic calendar, the new marketing campaign, and other communication devices.  <b>[UPDATE: The Dir. of ONPR is soliciting feedback.]</b>	March 2010	Dean of Students, Dir. ONPR, Marketing Team, <b>VPSA</b>	No new resources

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<p><b>4.6</b></p> <p><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 College President with a comprehensive review of the intercollegiate athletic program, the recreation program, and accompanying facilities and specific objectives for the following year.</b></p>	<input type="checkbox"/>	<p>4.6.1 - Continue work on Recreation Center Renovations &amp; Improvement project.</p> <p><b>[UPDATE: Funding secured through RIHEBC; focus groups have been convened to guide design process architect selected; awaiting clearance from state purchasing; once approved, a PO for construction design is expected to be awarded November 2009.]</b></p>	2011	Dir. IAIR, Dir. F&O, <b>VPSA</b>	\$11,385,000 in RIHEBC bonds backed by student fees
	<input 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: Director of IAIR is assisting IR in compiling data elements prior to designing report.]</b></p>	spring 2010, ongoing	Dir. IAIR, <b>VPSA</b>	No new resources

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<b>4.8</b> <b>During the 2008-09 academic year, commence the codification of current policies, procedures, and guidelines used by the College.</b>	<input 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.  <b>[UPDATE: A draft policy has been approved by PEC and will be vetted before the college community Nov. 13-27 before implementation.]</b>	September 2009	ATTP, <b>President</b>	No new resources
	<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.  <b>[UPDATE: In anticipation of the approval of the Policy on Administrative Policies, Vice President Emerita Lee DeLucia has volunteered to review existing policies prior to the launch of the policy update process.]</b>	June 2010	ATTP, <b>President</b>	No new resources
	<input type="checkbox"/> 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.  <b>[UPDATE: Presented a demonstration of the PeopleAdmin test environment to the President, her cabinet, and other senior college administrators 10/15/09; solicited feedback to improve design.]</b>	June 2010	MIS, Payroll Office, <b>VPAF</b>	No new resources

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<b>4.9</b> Continue to strengthen and expand activities to enhance staff diversity throughout the College ('07-'10)	<input type="checkbox"/> 4.9.1 – Enhance staff diversity. [UPDATE: Implementation of the new PeopleAdmin system is expected to increase hiring pool size and enhance diversity. The information requested through PeopleAdmin will also provide better data for search committees and for tracking purposes.]	Progress reports Jun. 2010	Dir. HR, <b>VPAF</b>	No new resources
<b>Institutional Goal 5: Ensure a Continuing Resource Base that Allows the College to Offer Excellent Programs at an Affordable Cost</b> <b>NEASC Standards: VIII, IX</b> <b>RIBGHE goal: Produce a more competitive workforce through emphasis on quality education.</b>				
<b>5.1</b> By FY10, the assets of the Rhode Island College Foundation shall reach \$25M.	<input type="checkbox"/> 5.1.1 – RIC Foundation to raise \$1 million in FY10. [UPDATE: From 7/1/09, Foundation has raised \$369,229. This includes \$129,301 in unrestricted/board designated funds, \$104,378 in permanently restricted endowed gifts, \$75,973 from alumni (all sources), \$57,998 in temporarily restricted gifts/grants, and \$1,570 in-kind. Not included in the above are the temporarily restricted gifts/grants for the “programs at RIC” (flow thru funds). One anticipated estate gift of \$75,715 is included.]	Hire VPCA/EDF	<b>VPCA/EDF, (President)</b>	TBD by VPCA

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<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>	<p><input checked="" type="checkbox"/></p> <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: In FY07, the college brought in \$8,264,765 in grant and contract revenue. In FY09, the college brought in \$10,482,360 in grant and contract funding, a 26.8% increase. Thus, the goal stated in this objective has been achieved. Continued robust growth will depend upon increased infrastructure and support for the fundraising function. Oversight for ORGA is moving to the VP for College Advancement and Executive Director of Foundation; a search is underway.]</b></p>	<p>Hire VPCA/EDF and seek staffing increase in ORGA to 2 FTE positions, spring 2010</p>	<p><b>ORGA, VPCA/EDF, (President)</b></p>	<p>TBD by VPCA</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 2007.</b></p>	<p><input type="checkbox"/></p> <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: An initial email request from the President asking members of the RIC community to identify their public service affiliations brought a response from 24 individuals who collectively serve on 29 boards, commissions, or other positions. The new vice president will build upon this initial list to identify individuals in a position to assist the college through their affiliations, and to develop a mechanism for recognition of these individuals.]</b></p>		<p><b>VPCA/EDF, (President)</b></p>	<p>No new resources</p>

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	<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: The "I am RIC" campaign has been promoted in RI Monthly and on Web and other media outlets. Director of ONPR to establish faculty experts bureau with cooperation from deans.]</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: The "I am RIC" campaign has been promoted in RI Monthly and on Web and other media outlets.]</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>AP</b>	<b>Asset Protection</b>	<b>N&amp;T</b>	<b>Network and Telecommunications</b>
<b>ASAC</b>	<b>Academic and Student Affairs Committee (of RIBGHE)</b>	<b>NEASC</b>	<b>New England Association of Schools and Colleges</b>
<b>ATTP</b>	<b>Assistant to the President</b>	<b>OASIS</b>	<b>Office of Academic Support and Information Services</b>
<b>AVPAA</b>	<b>Assistant Vice President for Academic Affairs</b>	<b>ONPR</b>	<b>Office of News and Public Relations</b>
<b>AVPF</b>	<b>Assistant Vice President for Finance and Controller</b>	<b>ORGA</b>	<b>Office of Research and Grants Administration</b>
<b>AVPIS</b>	<b>Assistant Vice President for Information Services</b>	<b>PEC</b>	<b>President's Executive Cabinet</b>
<b>BRC</b>	<b>Budget Review Committee</b>	<b>PK-16</b>	<b>Pre-Kindergarten to Grade 16 (baccalaureate degree)</b>
<b>CASO</b>	<b>Committee on Assessment of Student Outcomes</b>	<b>RIBGHE</b>	<b>Rhode Island Board of Governors for Higher Education</b>
<b>COGE</b>	<b>Committee on General Education</b>	<b>RIOHE</b>	<b>Rhode Island Office of Higher Education</b>
<b>DCYF</b>	<b>Department of Children, Youth and Families</b>	<b>SOM</b>	<b>School of Management</b>
<b>F&amp;O</b>	<b>Facilities and Operations</b>	<b>SON</b>	<b>School of Nursing</b>
<b>FAS</b>	<b>Faculty of Arts and Sciences</b>	<b>SSW</b>	<b>School of Social Work</b>
<b>FSEHD</b>	<b>Feinstein School of Education and Human Development</b>	<b>STEM</b>	<b>Science, Technology, Engineering, and Mathematics</b>
<b>HR</b>	<b>Office of Human Resources</b>	<b>USS</b>	<b>User Support Services</b>
<b>IAIR</b>	<b>Intercollegiate Athletics, Intramurals, &amp; Recreation</b>	<b>VPAA</b>	<b>Vice President for Academic Affairs</b>
<b>IR</b>	<b>Office of Institutional Research and Planning</b>	<b>VPAF</b>	<b>Vice President for Administration and Finance</b>
<b>JAA</b>	<b>Joint Admissions Agreement</b>	<b>VPCA/EDF</b>	<b>Vice President, College Advancement/Executive Director of the Foundation</b>
<b>MIS</b>	<b>Management Information Services</b>	<b>VPSA</b>	<b>Vice President for Student Affairs</b>

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## **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.**