

## LEARNING INNOVATION

**GOAL: RIC will create a culture of learning innovation that involves and supports our students, faculty and staff in a dynamic and stimulating environment of critical thinking and inquiry.**

### 1.1-Faculty Support

Obj 1.1.1 - Invest in highly qualified, diverse faculty and staff through equitable and competitive salary structures

Conduct a third-party analysis of RIC's salary and benefit structure, jointly supported by faculty and administration	Complete
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Obj. 1.1.2 - Significantly increase the use of technology in the classroom to improve instruction

Launch a task force that will: <ul style="list-style-type: none"> <li>• Outline ways to improve the student experience with better instruction methods</li> <li>• Identify growth opportunities for increased use of technology based on market study data</li> <li>• Identify areas to invest</li> </ul>	Not Begun
Provide faculty learning opportunities in the best practices of online pedagogy	Not Begun

Obj. 1.1.3 – Expand Active Teaching Strategies in the Classroom

Increase investments in faculty professional development, with emphasis on active teaching methods.	In Process
Increase number of faculty to employ active teaching methods in the classroom	Not Begun

### 1.2 – Leveraging Academic Expertise

Obj. 1.2.1 - Develop degree and non-degree certificate programs in high-demand areas to meet regional economic development needs

Partner with other institutions in the co-development of workforce-related initiatives recognizing the unique role, scope and mission of each institution	In Process
Promote interdisciplinary programming among schools, departments and faculty	In Process
Partner with Office of the Postsecondary Commissioner (OPC) on the development of RIC sponsored programs at the new Westerly facility	In Process

Obj. 1.2.2 Invest in data infrastructure to support RIC's ability to provide statewide policy and planning guidance

Work with state policy entities (e.g., OPC, K-12 Council, Workforce Board, Skills Cabinet, Children's Cabinet, Commerce Corp) to assess what support and/or state and regional information RIC is positioned to provide	Not Begun
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Obj. 1.2.3 Strengthen and expand graduate study opportunities at RIC

Develop an organizational and financial plan to invest in an Office of Graduate Study	Redesign
Increase support for graduate assistantships	Complete
Investigate partnership opportunities with other higher-education institutions	In Process

### 1.3 – Experiential Learning

Obj. 1.3 - Significantly expand experiential learning opportunities for students

Determine the feasibility of a 21 <sup>st</sup> Century Skills Requirement for all RIC undergraduates	Not Begun
Invest in growing the number of internships, undergraduate research, study abroad, apprenticeships, job shadowing and service learning opportunities	Not Begun

### 1.4 - Feinstein School of Education and Human Development (FSEHD)

Obj.1.4.1 - Develop overall improvement plan leveraging community partners and local, state and national expertise

Establish, charge, and implement the coordinating structures and communication systems to engage the school's stakeholders, bring in external perspectives, partner with RIDE, and begin to implement a clearly defined plan and a tactical strategy	In Process
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Obj. 1.4.2 - Increase proficiency with standards-based instruction and assessment, integration of technology, and instruction in working with English language learners and students with disabilities

Undergo a comprehensive review of all educator preparation curricula in FSEHD, reorganizing the course work and content to incorporate and emphasize new elements, enhance clinical experiences, and reduce overall credit requirements for the majors	In Process
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Obj. 1.4.3 - Strengthen relationships with local districts and develop more robust clinical experiences

Develop a coordinated strategy to connect with education leadership and teachers in every district in Rhode Island	In Process
Establish a plan to recruit and support cooperating teachers and provide longer, more intensive clinical experiences, including the co-teaching model where appropriate	In Process

## STUDENT SUCCESS

**GOAL: RIC will support student success through high-quality learning with effective and engaging delivery of services. All students will be provided with an enriching, purposeful and attainable pathway to graduation.**

### 2.1 – Organization

Obj. 2.1.1 - Align the college's organizational structure to best support student success

Establish the role of Vice President for Student Success focusing, enhancing and improving student services, policies and programs	Complete
Align enrollment management, key academic services and student affairs under new Division of Student Success	Complete

Obj. 2.1.2 - Implement high-impact practices for student supports and engagement

Administer comprehensive review (NASPA) of student support services to ensure we are adhering to national best policies and evidence-based practice	Complete
Establish nationally indexed benchmarks for student satisfaction across all student services	In Process
Create President's Leadership Program to cultivate top student leaders on campus	Redesign
Assess effects of RIC's current model for awarding financial aid and administering work study on student success	In Process

### 2.2 Student Academic Services

Obj. 2.2.1 - Establish centralized, well-coordinated student academic services

Make critical investments to professionalize academic advising for all students	In Process
Centralize student academic support services to improve easy access and delivery	In Process

Obj. 2.2.2 - Invest in high-impact practices to improve academic momentum, course completion and degree attainment

Establish supplemental instruction for high-risk courses to improve course completion rates	Not Begun
Examine and enhance existing First-Year Experience efforts and address "summer-melt"	Redesign

### 2.3 Student Life

Obj. 2.3.1 – Invest in a comprehensive first-year experience program for all incoming freshmen and transfer students to foster student involvement and connection to campus community

Provide leadership in programs and services to create a distinctive freshman year experience	Complete
Develop programming to help newest undergraduates, both freshmen and transfer students, transition into the intellectual, social, and cultural community of RIC	In Process
Prepare new college students with the skills and knowledge they need beyond academics to persist to completion and meet their individual goals	In Process

Obj. 2.3.2 - Enhance campus experience by improving co-curricular offerings for residents and commuters to encourage greater student involvement and participation

Launch a “Beyond the Classroom” task force to provide recommendations for enhanced engagement, services and experience	Redesign
Identify relevant technology to facilitate student involvement, access to services and information	Complete

Obj. 2.3.3 - Invest in coordinated, wrap-around student academic and wellness services

Establish centralized student support services	Redesign
Expand access to services for all students	In Process

## 2.4 – Enrollment Management

Obj. 2.4.1 - Develop a comprehensive enrollment management plan providing strategies for graduate, international, adult and traditional enrollment growth

Establish an enrollment management committee that includes expertise from the RIC community	Complete
Engage a consultant to work with committee to lead policy review and standardize enrollment requirements	Redesign
Develop a marketing and outreach plan for targeted areas	In Process

Obj. 2.4.2 - Establish new brand for Rhode Island College that recognizes our exceptional strengths and showcases the quality, value and innovation of Rhode Island’s first public college

Engage a private firm to assist with RIC branding and marketing with input from students, faculty, staff, alumni and broader community	In Process
Establish consistency and cohesiveness by incorporating new brand into all college materials, web and communications	Not Begun
Raise the profile in the community of RIC’s performing arts program and theater facilities through marketing and media outreach	In Process

Obj. 2.4.3 - Improve and expand residential options to attract diverse enrollment segments (i.e. out of state, international)

Explore financial options for renovating, building or partnering on new and improved housing opportunities	In Process
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## INCLUSIVE EXCELLENCE

**GOAL: RIC will promote an inclusive campus culture in which every participant will grow in their understanding of the benefits and value of diversity and be better prepared to prosper in a world that is increasingly both culturally rich and complex.**

### 3.1 – Organization

#### Obj. 3.1.1 - Invest in the college's organizational structure to best support inclusive excellence

Establish an Associate Vice President for Community, Equity and Diversity who will adopt an effective and aggressive work plan to assure that RIC is making progress on inclusive excellence	Complete
Establish a President's Commission on Inclusive Excellence that will develop policies, practices and programs to assure that each RIC student is prepared to engage in and facilitate success with inclusion issues, and thrive in our increasingly diverse society	Complete

#### Obj. 3.1.2 - Increase diversity among faculty, staff and administration to reflect the demographics of the college and the state

Expand and improve recruitment efforts to increase workforce diversity among professional staff, faculty, and administration	In Process
Establish clear HR protocol that supports inclusive excellence	In Process

### 3.2 Campus Climate

#### Obj. 3.2.1 - Review and strengthen key policies and practices involving Title IX, bias response and safety

Engage consultant expertise to review current policies and practices and work with campus constituencies to adopt national best practices	Complete
Ensure that students, faculty, and staff are aware of, and have access to, Title IX resources on campus related to gender discrimination and/or sexual assault, and general safety policies, procedures and protocols	In Process
Provide students with an effective mechanism for expressing any perceived biases and inequities in their college experiences	In Process

#### Obj. 3.2.2 - Improve campus climate for all members of the Rhode Island College community

Administer campus climate survey to better assess concerns on campus	In Process
Provide faculty and staff professional development on a culture of inclusion, including through HR workshops, orientations, and consultations	In Process

**COMMUNITY PARTNERSHIPS**

**GOAL: RIC will actively seek to partner with organizations, governmental entities, foundations, and businesses to promote community well-being and provide beneficial opportunities for our students, faculty and staff.**

4.1-Build Strategic National, State and Local Partnerships

Obj. 4.1.1- Strengthen and expand partnerships with national and federal level organizations and agencies to support RIC’s highest priority initiatives and provide opportunities for students, faculty and staff

Explore potential opportunities to partner with national organizations whose missions align with RIC’s mission	In Process
Expand visibility of and accessibility to partnership opportunities between RIC and outside organizations	In Process
Develop a campus-wide database of existing and past partnerships between RIC and outside organizations	In Process

Obj. 4.1.2 - Strengthen and expand partnerships with state organizations and agencies to support RIC’s highest priority initiatives and provide opportunities for students, faculty and staff

Improve collaboration and cooperation with CCRI, URI and OPC to reflect RIC’s commitment to and support of a strong system of public higher education in Rhode Island for the benefit of our students and the state	In Process
Execute a Rhode Island College economic impact study. Develop a set of indicators to measure RIC’s impact on the community and Rhode Island’s economy, and track the college’s performance on these indicators	Not Begun

Obj. 4.1.3 - Strengthen and expand partnerships with local community organizations agencies and business to support RIC’s highest priority initiatives and provide opportunities for students, faculty and staff

Review existing relationships with local organizations to maximize benefits to both RIC and the community	In Process
Invest in programs and activities to unify the college’s student, faculty, staff and administration	Not Begun
Invest in local and national experts, building on RIC’s mutually beneficial partnership with the Central Falls community, school district and the Rhode Island Department of Education (RIDE) to develop a national model school district leveraging the resources and strengths of all partners	In Process

**INSTITUTIONAL EFFECTIVENESS**

**GOAL: RIC will employ technology, transparency, communication, collaboration and innovation in our management of information and resources to foster a shared commitment to seeking the best and highest use of resources to achieve success.**

5.1-Fiscal Resource Management

Obj. 5.1.1 - Strengthen capacity for effective, transparent resource management

Leverage the Bureau of Audits report to establish and present timely, appropriate and transparent fiscal processes and controls	Complete
Institutionalize the Workforce Planning Committee to review all hiring proposals to assure investments are aligned with institutional priorities	Complete
Create an efficient, equitable and transparent system for the allocation and maximization of physical spaces on campus	In Process
Establish an informative and transparent budgeting process incorporating a 3-year forecast	Complete

Obj. 5.1.2 - Enhance the use of technology to promote communication, learning, and access

Build RIC’s web presence to communicate the college’s brand and make information about programs, procedures, and personnel accurate, sensitive, and accessible	In Process
Review and consistently update the college’s media-based communication strategies to meet the needs of students in a digital environment	Not Begun
Increase the number of multifunctional, technology-enhanced spaces for meetings, presentations, events that promote and advance academic goals, such as experiential learning and civic engagement	In Process

Obj. 5.1.3 - Strengthen revenue streams to promote affordability by maintaining tuition and fee levels below regional peers

Strengthen advocacy efforts for increased state support	Complete
Increase revenues from private fundraising	In Process

Obj. 5.1.4 - Establish a comprehensive master plan addressing the long-term physical plant needs and vision for the college’s overall footprint

Issue an RFP to engage education master planning services from a consultant	Complete
Engage campus community to provide input, needs and challenges to shape RIC’s master plan and ensure the college can adapt to changing conditions into the future	Complete
Prioritize use of renewable energy sources where feasible	In Process

Obj. 5.1.5 – Enhance Communications and relationships with alumni by recognizing them as a valuable and critical resource for institutional growth and success

Begin monthly e-newsletter to alumni to keep abreast of campus activities and developments	Complete
Add capacity to more easily solicit, receive and track contributions online	In Process