



# 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 JANUARY 29, 2010

PLEASE NOTE:

1. A GREEN CHECK BOX (☑) INDICATES THAT THE SPECIFIC ACTION ITEM HAS BEEN COMPLETED, EVEN THOUGH FOLLOW-UP ACTIVITIES MAY STILL BE TAKING PLACE.
2. A glossary of common acronyms may be found at the end of this report.
3. Numbering of objectives corresponds with original Plan 2010 developed in 2007 (some new objectives added in 2008 and 2009).
4. Numbering of action items is reset for 2009-2010.
5. 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>					
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<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: CLA results of second administration now posted on College Portrait website, <a href="http://www.collegeportraits.org/RI/RIC/learning_outcomes">www.collegeportraits.org/RI/RIC/learning_outcomes</a>. The increase in learning on the performance task was what would be expected at an institution with students of similar academic abilities; the increase in learning on the analytic writing task was <u>above</u> what would be expected at an institution with students of similar academic abilities.</b>  <b>RIC applied for the national CHEA award for Outstanding Institutional Practice in Student Learning Outcomes, and although we did not receive the award, the awards committee “noted the</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

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	<p>impressive work Rhode Island College is doing in regard to student learning outcomes and recognized the commitment it has made to this vital area.” RIC faculty and staff presented two workshops at the 2009 NEAAN Fall Forum on “An Effective Protocol for Promoting Discussion and Collaborative Problem Solving Resulting in Institutional Improvements” and “Assessing Agreement: Elementary and Special Education Supervisors’ Views of Teacher Candidates.”]</p>			
<input type="checkbox"/>	<p>1.1.2 - Ensure that learning outcomes are written and adopted for RIC’s general-education program.</p> <p>[UPDATE: Assessable learning goals have been drafted by COGE and posted at <a href="http://www.ric.edu/faculty/organic/coge/">www.ric.edu/faculty/organic/coge/</a>; learning outcomes and assessment instruments have been identified for Writing 100 and History 161; assessment plans for Core 3 and 4 courses are being developed.]</p>	<p>Draft of written goals Dec 2009. Adopt May 2010</p>	<p>Chair of COGE, Dean of Arts and Sciences, <b>VPAA</b></p>	<p>No new resources</p>
<input type="checkbox"/>	<p>1.1.3 – Complete assessment plan for developmental mathematics.</p> <p>[UPDATE: Effectiveness of developmental math course is being assessed in terms of math grades in college-level courses, number of attempts, and retention and graduation rates compared with non-developmental students. Learning outcomes for developmental math are being developed by math faculty and OASIS staff. Accuplacer math test is being implemented for all students starting in spring 2010, with the Accuplacer exam being offered every week during the class free period in the spring</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>

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	<p>semester, and we are instituting a reservation plan because the available lab only has a capacity of 24 (we may need to have two labs for the first two weeks of the semester due to the fact that a larger than normal group tries the exam early in the semester in an effort to decide whether or not to stay in or register for Math 010). For summer and fall 2009, Math 010 had 12+212=224 students, and English 010 had 24+66=90 students.]</p>			
	<p><input type="checkbox"/> 1.1.4 - Develop and implement assessment plans for graduate programs in arts and sciences.</p> <p>[UPDATE: Assessment in professional programs is already in place. Learning outcomes, assessment methods, and program improvements in arts and sciences programs are being developed. Graduate Dean Leslie Shuster and Special Assistant Pat Thomas met with consultant Peggy Maki to confirm that an agreed-upon template would be used by each of the graduate programs to report on the assessment of one or more graduate learning outcomes beginning in fall, 2010. This template mirrors the assessment-reporting format that the Board of Governors currently uses to review progress in program assessment.]</p>	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

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<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>	<input type="checkbox"/> 1.2.1 - Initiate self study for NCATE reaccreditation through the Feinstein School of Education and Human Development. <b>[UPDATE: Teams for writing NCATE and RIPA reports have been tentatively formed. Nine Specialized Program Association (SPA) reports are being developed and will be submitted to NCATE by 2/1/2010. An additional 14 reports will be completed in summer 2010.]</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: Three 2-day workshops for faculty on Chalk and Wire were conducted, and the system is being implemented with some 30 faculty in spring 2010; report on progress to OHE scheduled for 3/12/10. Full implementation planned for fall 2010.]</b>	System initiated in fall 2009; training through spring 2010	Dean and Technology Coordinator of FSEHD, <b>AVPIS, VPAA</b>	\$4,500 for training
<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>	<input type="checkbox"/> 1.3.1 - Continue efforts to enhance student internships and other experiential learning opportunities. <b>[UPDATE VPAA: The SOM has expanded and updated its internship program with the goal of increasing student participation in internships. A compensated coordinator is in place, the internship is now available for free or restricted elective credit, the program is aided and overseen by both faculty and Advisory Board committees, and a proposal to restructure the internship experience has been approved.</b> <b>New Director of Study Abroad, Gale Goodwin-Gomez, has been actively recruiting students, collecting data on study abroad participation,</b>		Career Development Office, <b>VPAA, VPAF, VPSA</b>	Reallocated Student Wages within the General Education Budget; proposed hiring of a capital project assistant on a monthly payroll basis.

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	<p>updating web information, setting up agreements with international study-abroad providers, and developing supporting materials to guide students in study abroad. Affiliations have been established with the Center of International Studies and the American Institute for Foreign Study. Guided international experiences are now being led by Jill Harrison of Sociology to Ecuador and with Andres Ramirez and Nancy Cloud of FSEHD to Quebec.</p> <p>UPDATE VPAF: Administration &amp; Finance has continued paid internships in the Budget Office and in Purchasing that is funded from the Student Wages budget line. A proposal is in progress to establish an Accounting internship.]</p>				
<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 enrolled students who have deficient academic preparation.</p>	<input type="checkbox"/>	<p>1.4.1 - Develop a comprehensive developmental education plan.</p> <p>[UPDATE: Director of Writing Becky Caouette is working on an assessment plan for writing courses, including developmental writing. Research on developmental math effectiveness is being initiated with K-12 partners as part of the STEM Center work. Governors' College and Career Readiness Initiative is intended to reduce the high rate of developmental education. Institutional Research is compiling data on the GPAs and retention and graduation rates of students who take Math 010.]</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>
	<input type="checkbox"/>	<p>1.4.2 - Identify funding for continuation of the Mt. Pleasant High School/RIC Partnership.</p> <p>[UPDATE: Weekly town meetings have been instituted for students and staff on Wednesdays from 12 am to 2 pm in Craig-Lee 103 on the RIC campus.</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>

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	<p>The meetings are open to all interested parties.</p> <p>The town meetings provide opportunities for staff to check in with the students and also usually include an enrichment activity, such as a visit from Dr. Adam Pallant of Hasbro Hospital and Brown University. Dr. Pallant is a mentor in the program and also a recruiter of other mentors. He spoke about seasonal flu and H1N1 and urged students to become vaccinated.</p> <p>At another Town Meeting, Milba McGhee from the college's Career Development Center came to talk with the students. Previously, the Center's Director, Linda Kent-Davis, joined a session of College Course 125 to administer the Meyers-Briggs Type Inventory.</p> <p>Current college courses include: College Course 125 - College Learning Strategies; and English 163 - Introduction to Non-Western Cultures.</p> <p>For further information, contact Jess Geier at <a href="mailto:jgeier@ribghe.org">jgeier@ribghe.org</a>, Bill Pett at <a href="mailto:apett@ric.edu">apett@ric.edu</a>, or Moira Collins at <a href="mailto:mcollins1@ric.edu">mcollins1@ric.edu</a>.</p>			
<p><b>1.5</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.</p>	<p><input type="checkbox"/> 1.5.1 - Place Gaige 164 in service as a videoconferencing and lecture capture facility.</p> <p>[UPDATE: Intersession 2009-2010, USS updated 16 classrooms with e-features bringing the e-classrooms to 75% of the total. Four more e-classrooms will be completed as swing space during Spring 2010.</p> <p>Gaige 164 is to be completed Spring 2010 and will be implemented as a change order to the STEM II scope.]</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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	<input 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><b>[UPDATE: The Library has been engaged in the preparation and submission of two grants: one to NEH, the other to RICH. The RICH grant has been funded. The library will continue to write more grant proposals during spring 2010 to help reach this goal and support this on-going library effort.</b></p> <p><b>In addition, the library has added the following resources: ARTstor, Ebrary, LibGuides, and Digital Commons. The first three resources are already heavily used by students and faculty, and the library is working on making the Digital Commons available. The library has already begun to upload honors projects, theses, and dissertations (<a href="http://digitalcommons.ric.edu/">http://digitalcommons.ric.edu/</a>) and will seek other academic publications from faculty and staff. This digital institutional repository will contain archives and other college publications.</b></p> <p><b>To date, some 5,500 slides have been digitized through the Champlin grant.]</b></p>	Spring 2010 and ongoing	Library Director, <b>VPAA</b>	

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	<input 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.  <b>[UPDATE VPAA: The library has brought in vending machines (offering snacks, water, tea, coffee, espresso, &amp; cappuccino) and also, in cooperation with Facilities, acquired new seating to enhance the reserve area for students to gather and work in small groups or as individuals. The library is still pursuing collaboration with SCG to create another area for student use.</b>  <b>UPDATE VPAF: Co-funding has become a primary agenda item for weekly meetings with Capital Planning Team that continues with expanded agenda for not only the capital plan and the master plan, but also for optimizing projects qualifying for one-time funding sources including, but not limited to departmental budgets, Asset Protection, Certificates of Participation, Bonds, Grants, and Economic Stimulus (ARRA)]</b>	Spring 2010 and ongoing	Library Director, <b>VPAA</b>	
<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: Still targeting August 2010 despite delays. A letter of intent to award the Purchase Order to a contractor went to state purchasing in January 2010; expect letter of intent to contractor by Jan 29. The scope of work has been expanded to include Gaige 164 (funded by COPs) and Clarke Science 125 (funded by a Champlin grant).]</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.)



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	<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 for mathematics teachers were offered, four in the fall and two more in January. A new 3-credit course in mathematics was created for teachers who participated in the e-Workshops, to be offered in spring 2010 (enrollment ~10), for in-service teachers in the East Providence school system.</b> <b>A pilot study was conducted this fall of the impact of the math specialist on the first multiplication unit of the year, an important topic for grade 4. At B.F. Norton Elementary School in Cumberland, RI, which is classified as a low-performing school, student performance was compared between a group with a math specialist and other fourth grades as a control group. The children who were taught by the math specialist used more multiplication strategies, and more of these children understood the concept of multiplication than children in the other fourth grades. All the fourth graders were given the end-of-unit assessment, which looked at strategies for solving a multiplication problem and conceptual understanding. More children in the math specialist's class used multiplicative strategies (76.5%) compared to 57% of the children in the control group. Only 12% of the children in the specialist's class used additive strategies (counting, adding), compared with 29% of the children in the control group. In conceptual understanding, when asked to write a multiplication story problem, 76.5% of the math specialists' group wrote a correct story</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

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	<p>problem, compared to 38% in the control group.</p> <p>A proposal to the NSF Discovery K-12 program was resubmitted by Anne Goodrow on “The Impact of the Elementary Math Specialist on Mathematics Achievement of Students in Grades 4 and 5.” The main goal is to investigate the effects on student learning when mathematics is taught by an elementary math specialist under the specialized teacher model. Student achievement will be measured by NECAP scores. TERC is serving as the evaluation partner on this project.</p> <p>The NSF-RITES project has completed its first year of the five-year grant. The project is intended to effect change in the STEM culture within Rhode Island based on structural reform initiated by the PK-16 Council under the Governor. The project involves the development of materials and short courses to help teachers enrich their science content. Evidence-based outcomes are provided by external evaluation and by student performance in the NECAP. First-year efforts have focused on the establishment of program identity and management structure, recruitment of the first teacher cohort, and design and implementation of the first summer professional development program which involved about 25 teachers in the Johnston Public Schools.]</p>			
	<input type="checkbox"/> 1.7.3 - Develop new cooperative initiatives with RIDE. [UPDATE: Dean Eldridge sent a letter to Commissioner Gist requesting a partnership activity around Race to the Top. Dean Eldridge is a member of Commissioner Gist’s committee to review Federal curriculum standards.]	Partnership monthly meetings	Dean and Ass’t. Dean of FSEHD, <b>VPAA</b>	No new resources

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<p><b>1.9</b></p> <p><b>Explore the feasibility of creating a Center for Teaching and Learning for College faculty and submit a feasibility plan by 2009.</b></p>	<p><input type="checkbox"/> 1.9.1 - Seek funding to develop a Teaching and Learning Center.</p> <p><b>[UPDATE VPAA: Funding for the Teaching and Learning Center has been secured through a 3-year grant from the Davis Educational Foundation. Search for director to be conducted in spring 2010, and a location for the FCTL has been identified in the Adams Library.</b></p> <p><b>UPDATE VPAF: Plans are underway to obtain estimates for planned facilities and technology upgrades for this project.]</b></p>	<p>Submit proposal fall 09</p>	<p>ORGA, USS, <b>VPAA</b></p>	<p>Proposal submitted for approximately \$60,000 per year</p>
<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>	<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.</p> <p><b>[UPDATE VPAA: A new hiring manual has been drafted by VPAA and deans, including diversity strategies in hiring.</b></p> <p><b>UPDATE VPAF: Along with URI and CCRI, RIC purchased, installed, and is implementing the People Admin applicant tracking package to facilitate exclusively online employee applications, which are expected to both increase applicant pools and to improve self-identification of minority participation and identify the most effective sources for minority recruiting.]</b></p>	<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</p>	<p>IR, School Deans, AVPHR, <b>VPAA</b></p>	<p>PeopleAdmin cost \$22,000</p>

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<b>1.11</b> Ensure continued institutional quality and accountability through accreditation-related activities and planning processes.	<input type="checkbox"/> 1.11.1 - Complete the CSWE accreditation review of the School of Social Work programs.  <b>[UPDATE: Pre-site-visit letter focuses on field director's appointment for the BSW and MSW being a combined rather than a separated position, and student involvement in program governance.]</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 VPAA: Revision of draft plan was submitted by committee on 11/19/2009 and posted at <a href="http://www.ric.edu/strategicplan/">www.ric.edu/strategicplan/</a>. Current draft under review by leadership teams in each division, with updates to be incorporated by 1/31/10; campus input collected by 2/28/10. President will finalize and bring to Council in March 2010; on or about 4/1/10, President will bring to RIBGHE for approval, and by 5/1/10, the activities planned for 2010-11 will be identified and incorporated into template.</b>  <b>UPDATE VPAF: Administration &amp; Finance is seeking both operating and capital budget needs for this important endeavor.]</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 VPAA: NEASC co-chairs and VPAA attended self-study workshop on 10/15-16/09; website established at <a href="http://www.ric.edu/neasc/">www.ric.edu/neasc/</a>; entire self-study committee of 90 faculty and staff in 16 committees convened on 11/18/2009; steering committee of subcommittee chairs convened on 12/8,10/09; Data</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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	<p>First forms being filled out by IR.</p> <p>UPDATE VPAF: Institutional Research provides data for the NEASC forms that are due February 2010.]</p>			
<p><b>Institutional Goal 2: Contribute to Improved Economic Conditions and Quality of Life in Rhode Island and the Region through Research and Public Service</b></p> <p><b>NEASC Standards: VI, VIII, IX, X, XI</b></p> <p><b>RIBGHE Goal: Promote economic development and social well-being through undergraduate and graduate education, research, public service, and use of technology.</b></p>				
<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>	<p><input checked="" type="checkbox"/></p> <p>2.1.1 – Prioritize faculty/staff research initiatives in the news media.</p> <p>[UPDATE: Spreadsheet of awardees and projects posted on ORGA website.]</p>	<p>Post faculty activities funded by Faculty Research and Faculty Development Funds by end of fall 2009</p>	<p>Dir. ONPR, ORGA, <b>VPA</b></p>	<p>No new resources</p>
<p><b>2.2</b></p> <p><b>Develop recruiting and marketing strategies to capitalize upon and</b></p>	<p><input checked="" type="checkbox"/></p> <p>2.2.1 – Hold a showing of the college's gift from the Warhol Foundation for the Visual Arts.</p> <p>[UPDATE: Completed. Show held at the Bannister Gallery from 12/9/09 – 1/8/10. No further updates.]</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><b>to 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)</b></p>	<p><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.</p> <p><b>[UPDATE PRES: Continued to meet with state leaders to secure support for financing this initiative. Meetings included Governor, House and Senate Finance Committee chairs, as well as others. On 1/8/10, submitted RGB estimate of \$18.4 M for renovation. The Governor has proposed that General Obligation funding for the renovations will appear on the November 2010 ballot.</b></p> <p><b>UPDATE VPAF: RIC hired an Industrial Hygienist to evaluate both the air quality and the adherence to OSHA standards for workplace safety. While Air Quality results were within established guidelines, improvements for filtering and circulation have been achieved with others planned. Additional improvements have occurred for fire safety and OSHA compliance with others planned up to and including plans for renovating the building.</b></p> <p><b>In conjunction with the Master Plan Consultants, the State Chief Inspector, and the Capital Planning Team, have prepared and presented early drafts of an Action Plan to bring the Art Center into Fire Code Compliance.]</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: A freshman enrollment target of 1,200 has</b></p>	<p>Committee formed fall 2009, targets set by Dec. 2009</p>	<p>AVPAA, <b>VPA</b></p>	<p>No new resources</p>

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	<p>been set for fall 2010, down from 1,335 in fall 2009, with acceptances of 2600 being targeted for fall 2010. A communication plan to increase yield of out-of-state admits is being developed. A new connection to the DC area has been established through the Student Success Foundation. Visits to high schools within the expanded MTP zone were increased this year. The Admissions Alumni Ambassador Program was kicked off this fall that involved 6 volunteers (2 out of state) who helped cover college fairs and high school visits. The “national regional” college fair sponsored by the Rhode Island Association of Admissions Officers (RIAAO) was held on the RIC campus in October, 2009 and will be returning in October, 2010; this fair brought thousands of people who are searching for colleges to the RIC campus.</p> <p>Nursing faculty are working on increasing the minimum GPA and cognate GPA for acceptance into the program. March 15, 2010 deadline for new freshmen will be enforced for prospective students seeking nursing. Dean of Nursing will be writing a letter to all admitted students explaining the competitiveness of the program. Majors that can serve as an alternative to nursing are being developed or promoted such as health care administration, community health, radiologic technology, and gerontology. A new mandatory information session for intended nursing majors during the first week of the semester will be used to promote these alternatives.]</p>			

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	<input type="checkbox"/> 2.2.4 - Raise the profile of and participation in mentored undergraduate research. <b>[UPDATE: Meeting to discuss 2010 Convocation of Scholars was held on 11/19/2009. Joint poster session with Honors and Sigma Xi planned for 5/3/2010. Graduate symposium tentatively planned for 5/5/2010.]</b>	Coordinate Student Convocation of Scholars, Honors Program, DeStefano Fund; initiate participation by SOM in Honors program, May 2010	ORGA, School Deans, Alumni Affairs, <b>VPAA</b>	Additional funding for undergraduate research will be sought
	<input type="checkbox"/> 2.2.5 – Establish an external advisory committee for the Feinstein School of Education and Human Development. <b>[UPDATE: Search committee for FSEHD Dean formed and position advertised nationally, with priority given to people who apply by 1/29/2010.]</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 checked="" 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 has assumed a position on the Board of Directors of the North Central Chamber of Commerce. Nine (9) new internship sites with area businesses have been established for Outreach training programs. Effective 8/2009, the following programs have been approved for the DLT Eligible Training Provider List: Certificates of Graduate Studies in Financial Planning, Biological Sciences, and Co-Occurring Disorders; and Certificate of Undergraduate Studies in Non-Profit Studies. Approval requested for the Certificate of Undergraduate Studies in Gerontology.]</b>	Obtain 3 new internship sites with area businesses by January 2009	Dir. of Outreach Programs, <b>VPAA</b>	No new resources



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	<input type="checkbox"/> 2.2.7 – Increase services to populations needing basic employment skills.  <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 and is being reviewed by the Dean of the School of Nursing.</b>  <b>The Workforce Partnership of Rhode Island recently reviewed two courses offered by Outreach Programs that are listed on the state’s Eligible Training Provider List and found both to be in full compliance with the contract agreement.</b>  <b>Outreach Programs successfully applied for and received a \$20,000 grant from the Emma Harris Foundation to expand the capacity of our medical assistant training program.]</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 type="checkbox"/> 2.2.8 – Improve RIC’s position on sustainability.  <b>[UPDATE: Green business management certificate program to begin on 1/12/10, with possible new programs to follow. Applied to have Green Business Certification listed on the Eligible Training Provider List maintained by the Department of Labor and Training. Potential new partnerships being explored with groups such as the Northeast Sustainable Energy Association.</b>  <b>Director of Outreach Programs participated in the Sustainable Schools Summit on 9/24/09 and Apeiron Institute’s Sustainability Festival on 9/26/09. Professional development for in-service teachers</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</b>	TBD by VPAA and VPAF

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	<p>being developed by RIC and Apeiron Institute around sustainability issues and an environmental curriculum for K-12.</p> <p>Director of Outreach Programs was invited to attend the first meeting of Apeiron Institute's Sustainability Business Network and will actively participate in future meetings and events.</p> <p>Director of Outreach Programs is assembling a "Green Team" that will bring together representatives and all main departments and office on campus to discuss and implement green initiatives. Curriculum Committee is now paperless, with a website for documents and notification of approvals (<a href="http://www.ric.edu/curriculum_Committee/CCDTS">www.ric.edu/curriculum_Committee/CCDTS</a>).</p>			
	<p><input type="checkbox"/> 2.2.9 - Review effectiveness of new partnership outreach efforts through Ass't. Dean FSEHD.</p> <p>[UPDATE: Ass't Dean has renewed partnership contracts with nine school systems and has expanded offerings to school systems, including a new professional development math course for in-service teachers in the E. Providence school system; she has arranged to do the same for secondary teachers in the summer of 2010. Blackboard website being set up to engage cooperating teachers in a community of practice. Professional Development mathematics course is being offered to East Providence elementary teachers in spring 2010 and to secondary teachers in summer or fall.]</p>	<p>Assess outreach contacts and partnerships, spring 2010</p>	<p>Dean and Ass't. Dean of FSEHD, <b>VPAA</b></p>	<p>No new resources</p>

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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 type="checkbox"/> 2.3.1 - Continue efforts to build school and constituency-specific alumni programming and outreach efforts. <b>[UPDATE: A successful search for a VPCA/EDF has been concluded. James Salmo was confirmed unanimously by the Board of Governors at its meeting of Jan. 25; start date is set for 2/8/10.]</b>	Upon selection of new VP, College Advancement/ Executive Director of the Foundation	Alumni Office, Foundation, <b>VPCA/EDF (President)</b>	TBD by VPCA
	<input type="checkbox"/> 2.3.2 - Increase alumni involvement with scholarship and public service initiatives. <b>[UPDATE: Since September 09, \$3,650 in RICochet grants were awarded to six applicants. Ricochet grants are one-time emergency grants awarded on a rolling basis to students who have submitted an essay demonstrating need and have obtained at least a 2.5 grade point average. In October, Young Alumni served on a leadership panel for the RIC Student Organization retreat. Alumni volunteers also participated in a pilot program in coordination with the Admissions Office; several alumni represented the college at college fairs in Connecticut, Rhode Island, and Massachusetts. Primarily Young Alumni are being recruited to participate in programs hosted by the Career Development Center that will highlight career opportunities for students who have yet to declare a major. In February, the Association will also co-sponsor a non-profit career day with the American Democracy Project and the Career Development Center. Several members of the Alumni Board have offered to assist with a Job Shadowing Day, an alternative spring break opportunity for students that is sponsored by the Career Development Center.]</b>		Alumni Office, <b>VPCA/EDF (President)</b>	TBD by VPCA

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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: The National Consensus Model for Advanced Practice Nursing, recently adopted by all of the major nursing organizations, mandates change from a specialty focus to a “population” focus in our MSN program. To comply with the new model, one of the specialty tracks in the MSN program will be renamed from Acute/Critical Care to Adult/Acute Care. The program will also be expanded to include a Nurse Practitioner (NP) option. Currently, our program prepares Clinical Nurse Specialists (CNS) who improve nursing practice. Nurse Practitioners serve an extender role, assessing, diagnosing, and treating diseases and prescribing interventions.</b>  <b>Development of a new NP option in the MSN program can be accomplished by reorganizing content in four courses and developing one new course. At a meeting held on 10/29/2009 with the OHE Associate Commissioner, it was determined that this program change requires RIBGHE notification rather than approval. Proposal for the change will be submitted to college governance with notification of RIBGHE in spring 2010. By moving quickly, SON can implement and recalibrate program before the 2014 CCNE accreditation visit.]</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 Graduate Dean Leslie Schuster is focusing her efforts this year on: 1) improving marketing and reach to nontraditional populations</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

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	<p>of potential students; 2) collecting better data and information on graduate recruitment, retention, and graduation; and 3) enhancing services to current students to assist in their progress and elevate their status and experience at the college. Among changes being implemented this year:</p> <ul style="list-style-type: none"> <li>• dedicated graduate studies email address;</li> <li>• improved in-house communications among graduate coordinators;</li> <li>• better online access to information on graduate studies;</li> <li>• new summer-school graduate course scheduling that meets the needs of adult students;</li> <li>• special marketing of summer-school offerings for graduate students;</li> <li>• electronic outreach to schools and superintendents in RI, MA, &amp; CT;</li> <li>• enhanced use of digital and broadcast media;</li> <li>• updated and revised graduate-studies manual;</li> <li>• streamlined graduate-program governance through the Graduate Committee;</li> <li>• common admissions processes; and identity;</li> <li>• community building for graduate education and graduate students at the college.</li> </ul> <p>Graduate Open House successfully held on 1/6/10.</p> <p>The graduate enrollment report for spring 2010 shows an increase for the first time in many years.]</p>			

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	<input type="checkbox"/> 2.4.3 - Increase the coherence and consistency of admissions, services, and standards for graduate education across the college. <b>[UPDATE: A common admissions process is being developed so that data can be collected on graduate admissions; the Graduate Committee is developing a proposal to separate from Curriculum Committee to be a more responsive system in which to graduate studies.]</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>				
<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: Profile of class defined in terms of student quality (SAT, class rank), age, geographic distribution, gender, admit types (freshmen, transfers, readmits, 2<sup>nd</sup> degree), and multicultural status. New system to collect race/ethnicity status was implemented this fall, showing that 22.4% of the undergraduate students and 12.4% of the graduate students were minority, with Hispanic, Black, two or more races, Asian, and Native American listed in order of largest to smallest of the groups. 22% of the undergraduates are over the age of 24, with part-time students tending to be older than full-time students. 14% of undergraduates and 7% of graduate students are from outside RI. 67% of undergraduates and 79% of graduate students are women. These data will be used to set targets and a strategy for fall 2010 and beyond.]</b>	Committee convened fall 2009, January 2010	Dir. of Admissions, Dir. Publishing Services, <b>AVPAA, VPAA</b>	No new resources

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<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>	<p><input checked="" type="checkbox"/> 3.2.1 - Enhance student diversity. [UPDATE: Targets to be developed by “numbers” committee, which consists of AVPAA, Dean of FAS, EMU directors, Institutional Research, and Director of Res. Life and Housing. NSSE report indicates areas of need in interactions across racial and gender boundaries. The student body currently exceeds multicultural demographics for the region.]</p>	<p>Develop a target profile and recruitment plan, January 2010</p>	<p>AVPAA, <b>VPAA</b></p>	<p>TBD/VPAA</p>
<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"/> 3.8.1 - Collect data on analysis of current graduation gap between Pell grant recipients and other students. [UPDATE: Using the federal standard of 6 years, Financial Aid and IR have determined that the graduation gap has been reduced by 9%. Data will be reviewed in spring 2010, with a plan developed after that.]</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"/> 3.9.1 - Explore alternative delivery of instruction and offer at least 40 hybrid courses with an assessment of their effectiveness. [UPDATE: The Academic Technology Advisory Committee is concentrating its efforts this year on e-learning and will host an open forum about online learning later in spring 2010. The cohort of 38 online faculty have been and will be reconvened to share experiences. By the end of this year, a decision on whether and how to pursue online learning for RIC students will be made. FSEHD is developing a Certificate of Graduate Studies in Online Teaching for K-12 and higher ed teachers.]</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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	<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: Search for Dean of Continuing Education is in process, with candidates to be invited to campus early in the spring 2010 semester.</b> <b>An <i>ad hoc</i> committee chaired by the Dean of the School of Management David Blanchette has developed a proposal for a standard taxonomy, set of policies, and educational expectations for certificate programs in three categories: Certificate of Continuing Studies (C.C.S.), Certificate of Undergraduate Studies (C.U.S.), and Certificate of Graduate Studies (C.G.S.) (C.A.G.S. is a degree program).</b> <b>New certificate programs approved in the last year are a C.U.S. in Public History, C.G.S. in Co-Occurring Disorders, C.G.S. in Creative Writing, C.C.S. in Green Business Practices, C.G.S. in the Advanced Study of Literature, C.G.S. in Modern Biological Sciences, and C.G.S. in Autism Education. Proposals for certificates in Human Resources, Risk Management, and Insurance are nearly complete.]</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: Degree-in-Three legislation signed by the Governor in ceremony at RIC. Bill authorizes OHE to pursue various options and a pilot study for reducing the number of years for degree completion, including Pathways Through College, Early Enrollment, AP, and other options.]</b>	Benchmark will depend on funding, legislation	AVPAA, <b>VPAA</b>	No new resources



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	<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: NEASC has approved the Substantive Change proposal required for the B.S. in Radiologic Technology; OHE-mandated articulation agreement for this program now in place with CCRI. An agreement with RI Hospital has been finalized.]</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 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 campus Master Plan.</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: The building assessment survey by Saratoga Associates took place between Jan. 19-21. Interviews with President, Vice Presidents, Deans, Chairs, and Directors took place Jan. 25-28. Institutional Research is coordinating the data needs for the Master Plan space analysis. The campus-wide charrette is scheduled for February 2-4 at DDC.]</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.  <b>[UPDATE: Still unfunded as of January 2010, but efforts to secure funding continue.]</b>	Fall 2009	Dir. Security & Safety, <b>VPAF</b>	Requested in an unfunded security grant for \$60,000
	<input type="checkbox"/> 4.2.3 – Complete the campus-wide blue light safety system, including the President's Illuminated	November 2009	AVPIS, Dir. Security & Safety, Dir. F&O, <b>VPAF</b>	Anticipate additional

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	<p>Walkway.</p> <p>[UPDATE: The central corridor is complete. An additional blue phone and perimeter lighting has been installed at the newly created Parking Lot Y. Three more emergency phones will be installed during Spring 2010, weather permitting.</p> <p>Training on all campus alert system and video surveillance applications is planned for Spring 2010.]</p>			<p>expenditures of up to \$90,000 from unrestricted college funds</p>
	<p><input type="checkbox"/> 4.2.4 - Decrease incidences of graffiti on facilities and signs.</p> <p>[UPDATE: Ongoing; F&amp;O has removed or covered any markings ASAP. Increased patrols in areas where graffiti has been observed. College continues to work with Providence and North Providence police detectives and "gang squad" to, if possible, identify markings and the associated gangs.]</p>	<p>Ongoing; rapid response to all reports; develop log of reports and cleanup activities</p>	<p>Dir. F&amp;O, <b>VPAF</b></p>	<p>No new resources</p>
	<p><input type="checkbox"/> 4.2.5 – Continue college’s capital development program and Asset Protection (AP) program.</p> <p>[UPDATE: Weekly meetings with Capital Planning Team (VPAF, AVPF, AVPIS, Dir F&amp;O, and College Engineer) continue with expanded agenda for not only the capital plan and the master plan, but also for optimizing projects qualifying for one-time funding sources including, but not limited to departmental budgets, Asset Protection, Certificates of Participation, Bonds, Grants, and Economic Stimulus (ARRA).]</p>		<p>Dir. F&amp;O, AVPIS, AVPF, <b>VPAF</b></p>	<p>No new resources</p>

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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: Outside funding efforts have been minimally successful obtaining a small grant for radios that will communicate with local municipalities.</b>  <b>When ARRA funding is released, 39 projects are planned for fire safety improvements.</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</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 VPSA &amp; VPAF: Construction bid process currently at state purchasing. Expect some upgrades to be funded by ARRA. The college has identified \$14.5M ARRA-eligible projects campus-wide, but whether auxiliaries are eligible must be determined.]</b>	Sep. 2010 completion	Dir. F&O, Dir. DDC, <b>VPSA</b>	\$2.2 M from DDC Fund Balance
	<input type="checkbox"/> 4.2.8 - Advocate for a new Nursing and Health Sciences building to meet workforce demands.  <b>[UPDATE: Continued to meet with state leaders to secure support for bond issue for Nov. 2, 2010 ballot. Meetings include Governor, House and Senate Finance Committee chairs, as well as others. Informed by Commissioner DiPasquale on 1/7/10 that the Chair was not supporting a new Nursing/Health building at RIC at this time. President and cabinet will be developing other short- and long-term plans to meet this important need.]</b>	Target is Nov. 2010 bond referendum	<b>VPAF, President</b>	\$30,500,000 has been requested in the capital plan

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	<input type="checkbox"/> 4.2.9 – Develop an infrastructure plan for the college. <b>[UPDATE: Infrastructure feasibility study is underway; expectation of a Summer 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: Phase II is due to be completed 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. <b>[UPDATE: When ARRA funding is released, this is among 39 projects that are planned for fire safety improvements. May be included in the Master Plan or the Infrastructure Study.]</b>	June 2010	College Engineer, <b>VPAF</b>	\$150,000 projected to be paid from ARRA Fire Safety Funding from Economic Stimulus
<b>4.4</b> <b>By August 2008, catalog and publicize existing areas where students can gather. By May 08, identify at</b>	<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: Ongoing; student leaders' suggestions incorporated new spaces such as The Galley, the library, the lounge in Alger Hall.]</b>	December 2009	Dean of Students, <b>VPSA</b>	Collaboration with SCG

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<b>least one additional space for informal student gatherings, transforming it into an inviting student lounge.</b>	<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 – opened in 9/09. No further updates.]</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 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 presented to Committee on Assessment of Student Outcomes, with plans for wider dissemination. Responses related to faculty advising were much more positive than the 2007 administration, which occurred before the start of universal advising. In 2009, 72% percent of first-year students rated their experience as “good” or “excellent”, which is 8 percentage points higher than in 2007 (64%). Seniors increased their rating by 13 percentage points from 2007, going from 50% to 63% indicating the quality of their advising was “good” or “excellent”.</b>  <b>UPDATE VPSA: IR report completed; results presented and discussed with PEC and Council; ASAC presentation scheduled for March meeting at OHE; results being shared on campus.]</b>	Spring 2010	Dean of Students, VPAA, <b>VPSA</b>	TBD by President
	<input checked="" type="checkbox"/> 4.5.2 - Develop one new project with the community as a form of public service.  <b>[UPDATE: SCG campus-wide food and clothing drive. Athletic partnership with Dorcas Place.]</b>	Spring 2010	Dean of Students, Dir. of Student Union, <b>VPSA</b>	No new resources

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	<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: Ongoing.]</b>	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 with a comprehensive review of the intercollegiate athletic program, the recreation program, and accompanying facilities and specific objectives for the following year.</b>	<input type="checkbox"/> 4.6.1 - Continue work on Recreation Center Renovations & Improvement project. <b>[UPDATE: PO for construction design secured; design for renovation underway by the Design Partnership of Cambridge.]</b>	2011	Dir. IAIR, Dir. F&O, <b>VPSA</b>	\$11,385,000 in RIHEBC bonds backed by student fees
	<input type="checkbox"/> 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. <b>[UPDATE VPSA: Ongoing.</b> <b>UPDATE VPAF: AVPF has spearheaded effort to obtain RIHEBC financing for extensive renovations and improvements to the Recreation Center.</b> <b>The F&amp;O Director has worked with the Athletics Director, the AVPF, and others to secure buildable plans and permits to meet project milestones.]</b>	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 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.  <b>[UPDATE: The Policy on College Administrative Policies (POCAP) was finalized, vetted college-wide, endorsed by Council at its meeting of 12/11/09, and approved by the President.]</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 PRES: This process has commenced. The PEC will begin monthly review of policies.</b>  <b>UPDATE VPAA: A Statement on Personal Relationships was endorsed by Council on 10/9/09 and posted at <a href="http://www.ric.edu/administration/personalRelationships.php">www.ric.edu/administration/personalRelationships.php</a>.</b>  <b>UPDATE VPAF: Policy on Campus Closures vetting in process.]</b>	June 2010	ATTP, <b>President</b>	No new resources
	<input checked="" 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: Along with URI and CCRI, RIC purchased, installed, and implemented the PeopleAdmin</b>	June 2010	MIS, Payroll Office, <b>VPAF</b>	\$22,000 implementation cost

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	<p>applicant tracking package to facilitate exclusively online employee applications. This is expected to increase applicant pools and to improve self-identification of minority participation.]</p>			
<p><b>4.9</b> Continue to strengthen and expand activities to enhance staff diversity throughout the College ('07-'10)</p>	<p><input type="checkbox"/> 4.9.1 – Enhance staff diversity. [UPDATE: Along with URI and CCRI, RIC purchased, installed, and implemented the PeopleAdmin applicant tracking package to facilitate exclusively online employee applications. This is expected to increase applicant pools and to improve self-identification of minority participation.]</p>	<p>Progress reports Jun. 2010</p>	<p>AVPHR, <b>VPAF</b></p>	<p>\$22,000 implementation cost</p>
<p><b>Institutional Goal 5: Ensure a Continuing Resource Base that Allows the College to Offer Excellent Programs at an Affordable Cost</b> NEASC Standards: VIII, IX RIBGHE goal: Produce a more competitive workforce through emphasis on quality education.</p>				
<p><b>5.1</b> By FY10, the assets of the Rhode Island College Foundation shall reach \$25M.</p>	<p><input type="checkbox"/> 5.1.1 – RIC Foundation to raise \$1 million in FY10. [UPDATE PRES: A successful search for a VPCA/EDF has been concluded. James Salmo was confirmed unanimously by the Board of Governors at its meeting of Jan. 25; start date is set for 2/8/10. UPDATE VPAF: AVP for Finance worked with the RIC Foundation Board to choose new investment advisors.]</p>	<p>Hire VPCA/EDF</p>	<p><b>VPCA/EDF, (President)</b></p>	<p>TBD by VPCA</p>



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<b>5.2</b> <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>	<input checked="" type="checkbox"/> 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.  <b>[UPDATE: The goal stated in this objective was achieved in FY09 with a 26.8% increase in grant and contract revenue over FY07. No further updates.]</b>	Hire VPCA/EDF and seek staffing increase in ORGA to 2 FTE positions, spring 2010	<b>ORGA, VPCA/EDF, (President)</b>	TBD by VPCA
<b>5.3</b> <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>	<input type="checkbox"/> 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.  <b>[UPDATE: A successful search for a VPCA/EDF has been concluded. James Salmo was confirmed unanimously by the Board of Governors at its meeting of Jan. 25; start date is set for 2/8/10. The new VP will build upon information gathering efforts to date.]</b>		<b>VPCA/EDF, (President)</b>	No new resources
	<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: Strategy to be developed with the VP of College Advancement. Director of ONPR has asked for names of potential faculty experts from deans.]</b>	Convene faculty experts, fall 2009	<b>Dir. of ONPR, VPAA</b>	No new resources

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	<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” advertising campaign, designed to enhance the image of the college by featuring prominent alums as well as members of the campus community, makes its television debut in January, following its premiere in Rhode Island Monthly magazine, Providence Business News and on the web. More themed print and TV ads to come.]</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>MIS</b>	<b>Management Information Services</b>
<b>AP</b>	<b>Asset Protection</b>	<b>MTP</b>	<b>Metropolitan Tuition Program</b>
<b>ASAC</b>	<b>Academic and Student Affairs Committee (of RIBGHE)</b>	<b>N&amp;T</b>	<b>Network and Telecommunications</b>
<b>ATTP</b>	<b>Assistant to the President</b>	<b>NEASC</b>	<b>New England Association of Schools and Colleges</b>
<b>AVPAA</b>	<b>Assistant Vice President for Academic Affairs</b>	<b>OASIS</b>	<b>Office of Academic Support and Information Services</b>
<b>AVPF</b>	<b>Assistant Vice President for Finance and Controller</b>	<b>ONPR</b>	<b>Office of News and Public Relations</b>
<b>AVPHR</b>	<b>Assistant Vice President for Human Resources</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>DDC</b>	<b>Donovan Dining Center</b>	<b>SON</b>	<b>School of Nursing</b>
<b>F&amp;O</b>	<b>Facilities and Operations</b>	<b>SSW</b>	<b>School of Social Work</b>
<b>FAS</b>	<b>Faculty of Arts and Sciences</b>	<b>STEM</b>	<b>Science, Technology, Engineering, and Mathematics</b>
<b>FSEHD</b>	<b>Feinstein School of Education and Human Development</b>	<b>USS</b>	<b>User Support Services</b>
<b>HR</b>	<b>Office of Human Resources</b>	<b>VPAA</b>	<b>Vice President for Academic Affairs</b>
<b>IAIR</b>	<b>Intercollegiate Athletics, Intramurals, &amp; Recreation</b>	<b>VPAF</b>	<b>Vice President for Administration and Finance</b>
<b>IR</b>	<b>Office of Institutional Research and Planning</b>	<b>VPCA/EDF</b>	<b>Vice President, College Advancement/Executive Director of the Foundation</b>
<b>JAA</b>	<b>Joint Admissions Agreement</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.**