Rhode Island College's Strategic Plan 2010 (2007-2010):
The Comprehensive Operational/implementation Plan for 2007-2008

Institutional Goal: Ensure high quality learning opportunities for all students.
NEASC Standard: I, II, III, IV, VII
RIBGHE Goal: Produce a more competitive workforce through an emphasis on quality education.

Objective and Proposed date of completion	Milestones and actual dates of completion		Benchmark/metric and projected completion dates	Person(s) Responsible	Resources Needed
1.1 Develop and implement outcomes assessment plans for all undergraduate programs, including gen. ed.	☑	Calendar of undergraduate outcomes assessment presentations before RIBGHE's ASAC committee (July 2007)	100% of undergraduate programs at RIC scheduled on calendar by July 2007.	Assessment consultant, Special Assistant to the VPAA for Assessment Coordinator), and VPAA	Consultant Peggy Maki funded by RIOHE
	☐	Outcomes assessment presentations before board beginning in Sept. 2007 through August 2008: [Update: Presentations completed per schedule through June 2008. 07/10/2008]	80% of programs will have completed or nearly completed one full cycle or more of data gathering, analysis and program improvement by December 2008.		
	☑	Approved by RIBGHE October 22, 2007: B.S. Accounting, B.S. Economics, B.S. Computer Information Systems, B.S.N. Nursing, B.S. Management, B.S.W. Social Work, B.S. Marketing			
	☑	Approved by RIBGHE December 3, 2007: BS Finance, BA Biology, BA Mathematics/ Secondary Education Mathematics, BA/BS Computer Science, Feinstein School of Education and Human Development (BA, BS, MA, M.Ed., CAGS, Ph.D.), BA Psychology, BS Chemical Dependency and Addiction Studies			

	☑	Approved by RIBGHE January 2008: Developmental Education			
	☑	Approved by RIBGHE March 7, 2008: BS/BA in Chemistry, BA in Dance Performance, BA in English, BA in History, BA in Philosophy and the BA in Physics, along with the BA in Sociology.			
	☑	Approved by RIBGHE May 2, 2008: BA in Music, BS in Music Education, BM in Performance, BA in Political Science and the BA in Theatre were approved in Category 1.			
	☐	In June, 8 additional programs in Arts and Sciences will be reviewed.			
	☐	In August, the results of the Collegiate Learning Assessment, (CLA) will be presented as evidence of beginning assessment of learning in General Education.			
	☐	September 2008 – General Education			
Develop and implement outcome assessment plans for all graduate programs (2008-09)	☑	Calendar of graduate programs outcomes assessment is under development and will be reviewed by assessment coordinators on June 13, 2008.	100% of undergraduate programs at RIC scheduled on calendar by July 2008. Graduate outcomes assessment work due August 2008.	VPAA, Assessment Coordinator, AVP Academic Affairs, Graduate Committee	
Coordinate academic program review to ensure	☑	Low-completion programs identified by RIC and RIOHE (July 2007 and July 2008).		RIOHE, Academic Deans	

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that program quality and productivity, communications about program changes, and program oversight are accomplished.					
	☑	Devise process to improve communication to our own campus about program changes and to incorporate changes for catalog and website update and internal communication. The Commissioner communicates in writing the result of the board approvals to the President. The VPAA and relevant deans are copied, with the expectation that the information will be disseminated further on campus, as needed. In order to accomplish this, the AVPAA will leave this email for the new VPAA and his/her secretary as part of a welcome packet. The following persons should be copied on this information: Director of Admissions, Director of OASIS, AVPAA, President of the RIC/AFT, News and Publications Editor (catalogue copy), Director of Web Communications, Director of the Library, the deans and associate deans, and VPAA office staff. The President will ask the VPAA to see that these correspondences are shared with the same group. The deans, in turn, should share the information with department chairs that need to share with their faculty (particularly advisors).			
1.2	☑	Approval of RIC mission statement by RIBGHE (April 10, 2006).		President	
Periodic review of	☑	Check to ensure that new mission statement	100% of external	Dir. News and PR,	

mission statement as a means of ensuring high quality programs.		appears in all publications (Dec. 2007)	publications have new mission by Sept. 2007.	Web Master	
	☑	Plan for periodic review of mission statement approved by the Council of Rhode Island College with next review in September 2009. On September 14, 2007, the Council of Rhode Island College approved a simple plan for periodic review of the mission statement, with the next review due in September 2009 in preparation for the beginning of the new strategic plan. On September 5, 2007, the mission statements of the academic schools were reviewed by the VPAA and deans to ensure that they aligned with the institutional mission. Suggestions also were made for revision of the mission statements to ensure they were brief and memorable as well as in keeping with the institutional mission. The NEASC response to the Jan. 2008 NEASC report was received by the President in May 2008. The Academic Leadership Roundtable (the ALR consists of the VPAA, deans, library director, and assistant to the VPAA) reviewed the letter and made note that the joint doctoral program should be fully reviewed and revised as needed (by the 2011 NEASC comprehensive visit.		VPAA, Council of RIC	
	☑	Review mission statements of academic schools to ensure they align with institutional mission statement.	Completed September 2007.	VPAA, Academic Leadership Roundtable (ALR)	
	☐	Completion of draft school plans. [Update: The completion of draft school plans is not due until September 2008; however, the School of Nursing has had its draft plan reviewed by the VPAA (May 8, 2008), the School of Social Work has a plan that is well along, Arts and	100% of draft school plans completed by Sept. 2008.	Academic Deans	

		Sciences and Education are working on plans, and SOM had a plan in September 2007 that now needs to be simply fine tuned prior to September 2008. (06/02/2008)]			
	☐	Complete targeted review of all programs targeted by OHE/BOG for 2008-2009.	Targeted reviews due with VPAA by October, 2008		
	☑	Additional programs identified by institution for review	Programs to be identified by March 2008.	Academic Deans	
	☑	New guidelines developed for internal RIC program reviews (January 2008).	Complete new program review guidelines for internal use by Dec. 2007.	Assessment Coordinator, ALR	
	☑	Create a table of 5-year cycle of RIC programs to be reviewed (August 2007).		VPAA, AVP Academic Affairs	
	☑	Begin to review and improve joint Ph.D. in education with URI (Nov. 2007).	Improve communication within and execution of joint Ph.D. in education by June 2008 with an implementation plan in place for 2008-2009.	Interim RIC Dean of Education and Dir. of Education at URI with program leaders	
	☑	Review reading programs and secure IRA accreditation (Nov. 2007).			
	☑	Satisfy NCATE requirements (Nov. 2007)		VPAA, Interim RIC Dean of Education	
As resources become available, purchase online assessment tool such as TrueOutcomes.	☑	RI DOA approval of system-wide TrueOutcomes purchase (Oct. 2007)	True Outcomes purchase by fall 2007 with implementation beginning fall 2007 then ongoing.	Commissioner and Dep. Commissioner of RI Higher Ed.	$90,000 shared by RIOHE, URI, RIC, and CCRI for True Outcomes purchase; $20,000 for part-time TO liaison to faculty.
	☑	Signed contract with TrueOutcomes (May 2008).			
	☑	FSEHD training scheduled for February 2008.	Basic implementation completed by FSEHD (February 2008).	AVP Info Services Coordinator	
	☐	Management Information Services, User Support Services, and Institutional Research to assist with the implementation of, and training for, True Outcomes, the College's assessment system.

[Update: Management Information Services, User Support Services, and Institutional Research assisted with testing and training for True Outcomes, the College's assessment system. A test instance of the application was hosted at URI | Implementation and training plans for True Outcomes to be designed and implemented by September 2008 | AVP for Info. Services, Dir. USS, Dir. MIS | |

		and several Feinstein School of Education faculty members received accounts. MIS, IR, and USS staff participated in the True Outcomes faculty training session. USS assisted with the search for an assessment specialist who will support the implementation of True Outcomes next year. (06/02/08)]			
	☑	Hire part-time temporary staff to assist schools with True Outcomes, summer 2008. Staff has been hired and is working with Feinstein School of Education and Human Development.			
	☐	Implementation and training plans for True Outcomes to be designed and implemented by September 2008 [Update: Delayed due to delayed search for new Dean. (06/16/2008)]			
1.3 Deans will submit plans to the VPAA to highlight and to publicize current on- and off-campus departmental internships, service learning, and other experiential learning opportunities and to enhance and expand opportunities. (spring 2008)	☑	Deans to develop format for reporting by departments on current internship/experiential learning opportunities; departments to report to deans on current offerings; deans to report to VPAA. (July 2008) Gerri McPhee, the VISTA volunteer who is working with Professor Valerie Endress, has gathered information from all schools except the School of Social Work and is compiling the information in a chart. She is also identifying exemplary internship opportunities that can be used by others on campus to develop a well-rounded set of experiential learning opportunities in all schools. A report entitled, "Civic Engagement at Rhode Island College 2008" was completed and submitted in July 2008.	100% of internship plans submitted by September 2008 with assistance of VISTA volunteer.	Academic Deans, VPAA, Dir. News and PR	Plan does not require resources, but plans should contain specific resources needed for publicity.

	☑	The data collection process has begun and will be refined through spring 2008.	Web site to be updated upon submission of deans' internship/experiential learning reports by October 2008.	Academic Deans	
	☑	RIC Website showcases opportunities for students who wish to become involved in research at RIC and have had inquiries from students from other institutions, March 2007 and ongoing http://www.ric.edu/orga/undergrad_students.php Linda Davis, director of Career Development, has also developed a Website that she demonstrated to the deans at an ALR meeting in April. She offered to provide information on her web site regarding the available internships with a link to the academic departments.	RIC Website must be updated weekly with 100% of opportunities still timely. The information available in July will be discussed with Linda Davis for possible addition to her Website.	RIC Web Master	
	☑	Office of Research and Grants Administration (ORGA) newsletters are disseminated widely to funders, the college and state research community, and potential funders (as attachments to grant proposals), March 2007 and ongoing	Newsletters published and disseminated per ORGA schedule	Director, Office of Research and Grants Administration, Special Assistant to the President for Web Services	
1.4 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	☑	Initiation of assessment of developmental students in Mt. Pleasant High School/Rhode Island College/RIOHE "Pathways Through College" pilot, fall 2007 and spring 2008 100% of the 25 participating students progressed to spring courses at RIC. (23 completed the semester.)	70% of fall pilot Students will proceed to college courses in spring 2008.	Coordinator for Dual Enrollment; Director of OASIS	$175,000 to be funded by the governor to support dual enrollment for low-income students. Nellie Mae Foundation grant $129,311
	☑	Coordinator for Dual Enrollment hired (September 10, 2007).	Secure RIOHE funding for pilot's coordinator in fall 2007.	Deputy Commissioner for Higher Education	
	☑	Nellie Mae grant awarded of $129,311 (fall 2007)	Secure Nellie Mae	Deputy	

deficient academic preparation. (by fall 2008)		Pathways Through College is a dual enrollment pilot program that was implemented by the RI Office of Higher Education, Mount Pleasant High School and Rhode Island College during the fall of 2007 and spring of 2008. An evaluation is in process (spring through summer 2008) of the project's impacts on student persistence and engagement, academic attainment, the ease of the school-to-college transition and, as the cohort moves through college, student retention rates. A report, including an assessment of preliminary data, is forthcoming from the evaluation consultant, Emorcia Hill.	supplemental funding in fall 2007	Commissioner for Higher Education and coordinator for dual enrollment.	RIOHE $14,800 Nellie Mae Foundation grant
	☐	Analysis of data to determine success of RIC/Mount Pleasant Dual Enrollment Project developmental efforts, spring 2008. [Update: An evaluation consultant is currently preparing her report on the impacts and outcomes of the first year of the Pathways Through College program. She is interviewing stakeholders and reviewing data on student readiness, participation, retention and academic success. The consultant has interviewed the AVPAA to go over the College Administration's views of the project's first implementation year, including the success of the administrative, curricular, faculty engagement and pedagogical aspects of this college/high school partnership.]	Benchmarks established in Nellie Mae Foundation grant for enrollment, attendance, academic attainment, and retention The report is anticipated to be completed November 2008.	"Pathways Through College" consultant evaluator	RIOHE $9,000
	☑	Two advising/mentoring staff assigned (fall 2007); four temporary advising staff to be added to OASIS, spring 2008	Advisement and tracking of students in pilot with support services as needed fall 2007 and spring 2008	Coordinator for Dual Enrollment; OASIS Director	
	☑	A team of four involved with the instruction or	attendance and	Deputy	

		tutoring of underprepared students are registered for the National Developmental Ed. conference in Boston, February 2008.	participation at 100%	Commissioner for Higher Education/VPAA;	
	☑	User Support Services will work with direct service providers and other partners to identify and adopt appropriate hardware and software for updated developmental education curriculum. User Support Services continues to partner with the Office of Student Life, OASIS and Adams Library to support Assistive Technology. Adams Assistive Technology Lab upgrade was completed April 2008.		AVP for Information Services, OASIS Director, Developmental Consultant	
	☐	User Support Services has worked closely with members of OASIS, and the Mathematics Learning Center in particular, to ensure that hardware and software for the teaching and learning of developmental students are met. Recommendations for additional software will emerge from continuing discussions between the Department of Mathematics and Computer Science faculty and the OASIS-based Mathematics Learning Center staff. A report by Barbara Bonham, a nationally recognized developmental education consultant, has spurred discussions of content and assessment in the College's core developmental math course (MATH 010), the structure of the College's math competency exam, and the appropriateness of using Accuplacer to gauge more effectively the needs and placement of newly enrolled freshmen.	Hardware and software purchases for improved developmental curriculum on-line by December 2008	AVP for Information Services, Library Director	
1.5	☑	Renovation plans for the STEM Center (HBS	Five electronic classrooms	AVP for Information	$4.5M COPS

Develop a comprehensive plan for educational technology including, as resources permit, electronic classrooms, labs, and other academic venues. (2007-2008)		classroom renovations) were sent to the RI fire marshal (Dec. 2007), renovations will take place in summer 2008. A STEM (Science, Technology, Engineering and Mathematics) Center Steering Committee was established in August 2007, and Glênisson de Oliveira was appointed director of the Center in January 2008. Equipment was purchased with funds from a Champlin grant that will be used in the renovated classrooms in the Henry Barnard School (HBS). Renovation plans for HBS were approved and sent out to bid, and all bids should be submitted by June 6th. Renovation work will be initiated this Summer for Phase 1 of the STEM Center project (classrooms, main STEM Center office, and resource center in HBS). Two cohorts of faculty participated in training sessions for the use of tablet PCs, document cameras, tablet carts, electronic collaborative tools, and smart boards. All science and science education departments have been engaged regarding new academic initiatives and professional development opportunities for teachers, and several grant proposals are under development or have been submitted. One particular science education proposal has been submitted to the National Science Foundation ($12.5 million) in collaboration with URI and other organizations, and is now in the final stages of review – chance of funding at this stage is greatly increased. A statewide Math Summit was hosted at RIC on 05/21/08 with participation from most school districts and all institutions of higher education in the state, fostering greater collaboration among districts and the K-12 and higher education	are planned for level 2 of the Henry Barnard School (HBS 205, 212, 214, 215 and 202) to be renovated and equipped with e-classroom and lab technology under the auspices of STEM and Champlin Foundations grants by August 2008.	Services; Director of Computer User Services; Director of Network and Telecommunication	funds plus asset protection

		systems. The Governor was present and support came from the Governor's Office and RIDE. About 230 prospective math and science students are being contacted for recruitment purposes.			
	☑	USS and AV have renovated six e-classrooms, Gaige 309E, Gaige 315E, Craig Lee 104, Craig Lee 231, Craig Lee 253, and Horace Mann 190. Five of these classrooms were selected as e-classroom venues by the Departmental Technology Liaisons. The sixth, Gaige 315, was added to provide adequate security for Gaige 309. (Dec. 2007)	Renovate 100% of e-classrooms in Gaige Hall (fall 2007).		
	☐	USS also completed the first phase of renovation in Gaige 164 by placing e-classroom equipment in the room. Opening Gaige 164 as a videoconferencing and lecture capture facility by the end of the fiscal year remains an important goal. [Update: Last year funding was not identified to complete this - we are now waiting for State Purchasing to finalize the MPA for AV integration services before completing this room (to avoid a bid process and additional delays). This project has been delayed longer than expected, but we anticipate the MPA to be in place in the next month or so and hope the facility to be completed for start of the spring semester at the latest if we can identify the funding to complete the project. In the interim G164 has been used an electronic classroom (helping, in particular, this fall to meet the needs of faculty displaced from HBS by STEM renovations).]	Increase the number of videoconferencing rooms each year. Anticipated completion spring 2009.		

	☑	Equipment and funding have been obtained to retrofit e-classroom equipment into the Art History Lecture Hall in Clarke Science.			
	☑	USS plans to outfit Horace Mann 192 as an e-classroom.(January 2008)			
	☑	In the Horace Mann walk-in lab 85 PCs were replaced with new Dell Optiplex computers, and 4 new Apple Multimedia workstations were added. The Apple Lab for Multimedia, Whipple 104, was equipped with new Intel Mac Pros.			
	☑	Every centrally-administered e-classroom on campus received new PCs and Macs.	2006-2007		
	☑	Thirty student laptops were ordered for Adams Library. In addition, the five circulating laptops for faculty were replaced with newly purchased Latitudes. The recovered laptops (3 to 5 years old) will be issued to academic department at the Library's convenience.	spring 2007		
	☑	In February 2008 the computers and projectors designated for faculty use held by the Library were transferred to the Gaige Help Center, which thenceforth assumed responsibility for lending this equipment to faculty and staff. (May 2008)			
	☑	After approval by the Dean and the Child Welfare Institute, plans are underway to purchase new computers for the School of Social Work and install them in their student lab.	January 2008		
	☑	The departments of Communications and Art will upgrade their departmental Mac labs (photo and graphic communications) with new Intel-based Apple iMacs.	June 2008		
	☐	Two "learning spaces" for student group work will be created in the space freed up by the move of the helpdesk from Horace Mann Technology Center to	Original expected completion August 2008		

		Gaige Hall. [Update: This project has been delayed because we have been unable to order the furniture specified by our designer, Creative Office Pavilion (some modifications to existing modular furniture need to be made). We expect this work to be completed by the end of the fall 2008 semester.]	New anticipated completion fall 2008		
	☑	Redesign and install new equipment for simulation learning in Nursing Resource Laboratory. (December 2007)	December 2007		Champlin Foundation Grant
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)	☑	New priorities set by library department heads for ordering print titles and re-ordering journal subscriptions in light of available electronic alternatives that cover the same or similar material.	2007 and ongoing	Library Director	
	☑	Increase the number of electronic knowledge resources to which the Library provides access for its users. (Yearly) The purchase of Sage Premier, through a consortium arrangement, will give library users all the Sage titles that were available in 2007 plus nearly 400 more, thus expanding access to electronic knowledge resources.	Sage Journals are available online to Rhode Island College students, faculty and staff - August 2008	Library Director	
	☐	Study the feasibility of establishing a Learning Commons in the library to facilitate small group work, support individual research and collaborative learning, and integrated academic support services. (fall 2008) [Update: Presently, students are able to use the Library's Reinhardt Resource Room for group study, and since there is a wireless network throughout the Library, students are able to use their laptops for research and study anywhere in	fall 2008	Library Director, VPAA, AVPIS, Library Advisory Committee	

		the building. (06/02/2008)] [Update: IVPAA requested Director of Adams Library, Hedi Benaicha, to convene a meeting of appropriate parties to explore the development of a Learning Commons and how it might become a magnet, drawing the RIC community into the library. (6/4/2008)] [Update: Meeting of appropriate parties planned for August 2008.]			
	☑	Add a significant number of appropriate information and knowledge resources to the tangible collections through purchase, donation, and subscription. (Yearly) During the first seven months of FY08 over 7,000 print and non-print volumes of information and knowledge resources were added to the library's collections through purchase, donation and subscription. Moreover, access to electronic knowledge resources through the Library was increased by 612 titles for FY08.			
1.7 Implement the STEM initiative. (by July 2010)	☑	The STEM Steering Committee met with the architects and the technology consultant August 14, 2007 to coordinate plans for the renovation of the Center on the second floor of Henry Barnard School. The Deputy Commissioner for Academic and Student Affairs convened the statewide committee on August 21, 2007.	See STEM project timeline.	Ivy Locke, David Cedrone, and Greg Kniesley	$4.5M in state funds provided through COPs funding.
	☑	STEM Center Director Appointed (Jan. 2008)	January 2008 and ongoing	Glenisson de Oliveira	Champlin Foundations grant
	☑	Tablet PCs and software purchased for faculty training, supplementing comparable equipment purchased with Champlin Foundation grant.	January 2008 and ongoing	Glenisson de Oliveira	Champlin Foundations grant

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	☑	Tablet training currently underway for select faculty in school of education.	January 2008 and ongoing	Glenisson de Oliveira	Champlin Foundations grant
	☐	Training of faculty in use of new electronic classrooms. [Update: Training began in 2008.]	February 2008 and ongoing	IT staff	Component of $4.5M STEM funding from state
	☐	Completion of STEM Center renovations and ribbon cutting. [Update: Now scheduled for completion January 2009 due to funding delays as a result of State budget shortfalls.]	Original expected completion of STEM Center renovations and ribbon cutting August 2008. New anticipated completion January 2009.		
1.8 **Provide all students with an academic advisor who is knowledgeable about curriculum and advising. (fall 2008)**	☑	An ad hoc committee on academic advising must form and meet in Winter 2007 to launch a mandatory advising system (triggering the "universal advising" feature in PeopleSoft) in two departments: English and the BSW program within the SSW. The MIS team, Records, the two department chairs, and the asst. VPAA must be "enabled" in PeopleSoft to over-ride a "block" on a student's enrollment in classes within the two majors only after a consultation with an academic advisor has taken place. (completed Winter 2007)	Provide 100% of all students with a knowledgeable advisor by February 29, 2008.	Chair of Special Committee on Academic Advising, AVP for Academic Affairs, Deans, Dept. Chairs	RIOHE competitive funds will support part-time advisors for OASIS to aid in universal advising.
	☑	100% of students in pilot with English and Social Work programs successfully received advisement (March 2007) Training of faculty for mandatory advisement (March 2008)			
	☑				

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	☑	Begin mandatory advisement for all Undergrads for summer and fall 2008 registration Students who declare a major as incoming freshmen are assigned initially to the appropriate department chair. The chair then assigns every student an academic advisor within the department. Each faculty member's advising load may not normally exceed 30 students. Incoming students who are "undeclared" or who are intending to major in one of the programs with a secondary application/admissions process (elementary, secondary, and special education; nursing; art) may be assigned an advisor in OASIS. Mandatory advising was implemented College-wide during the spring 2008 semester for all degree students registering for summer and fall 2008 classes. Close to one-hundred percent of enrolled students received academic advisement, prior to enrolling in classes, from their primary (designated) academic advisor, a team of advisors who offered group advising on designated days in certain departments, department chairs, or OASIS advisors. The success of the program ensures that mandatory advising will remain in place, at least for another year, while satisfaction surveys/focus groups are conducted. The first evaluation focus group is scheduled for May 15, 2008.			
1.9 **Explore creation of a Center for Teaching and Learning for College**	☐	Appoint and convene committee to develop a feasibility plan.	Communicate with faculty college-wide and receive feedback from 20% regarding satisfaction with plan.	VPAA, Asst to VPAA, AVPIS, Asst. Director of ORGA, Director of Alumni Affairs,	External Funding needed as part of plan

faculty and submit a feasibility plan. (by May 2009)				RIC/AFT, Council of RIC	
1.10 **For each year of the plan, continue to strengthen and expand activities to enhance faculty diversity throughout the college. ('08, '09 and '10).**	☑	Director of Affirmative Action meets with every search committee and goes over the affirmative action requirements, including their individual department goals.	The State Equal Opportunity Office sends all state departments percentage goals to be used in hiring racial/ethnic minorities and females. Goals: Minority – 14.5% Female – 48.4%	VPAA, HR Director, Deans, President	
	☑	FSEHD sends letters to potential candidates from the Annual Women and Minority Doctoral Directory			
	☑	SON advertises positions on minority nurse.com Web site.			
	☑	Hiring Data: July 1, 2006 – June 30, 2007 Faculty hire - 79% female; 20.5% minority			
	☑	Affirmative Action met with every search committee during 2007-2008 and reviewed Affirmative Action requirements, including individual department goals. The School of Education sends letters to potential candidates from the Annual Women and Minority Doctoral Directory, and the School of Management advertises positions on minority nurses at the nurse.com Website.	Faculty hiring rate for 2007-08: 87% female; 26% racial/ethnic minority Staff hiring rate for 2007-08 : 62% female; 7.0% racial/ethnic minority		

2. Contribute to Improved Economic Conditions and Quality of Life in Rhode Island and the Region through Research and Public Service

NEASC Standard: 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.

2.1 **Publish an inventory of research being conducted by faculty. Review the**	☑	Inventory of faculty research constructed during spring 2005 by Convocation of Scholars. (March 2005)	Collect 100% of faculty research	VPAA and Convocation of Scholars Committee	
	☑	Study research incentive policy and criteria for funding eligibility (spring and summer 2008).			

supported research incentive program, including assessment of the evenness and effectiveness of the College's funded research policy. (by Jan. 2009)		Increases were negotiated in the Faculty Development Fund, which supports a variety of research-related faculty development and professional activities. The spring 2008 RIC/AFT contract calls for the continuation of the College's granting 48 formula hours of credit per semester for scholarship, creative endeavors and, as of 2008, work associated with academic program reviews and assessment. The draft version of the 2008-2009 new faculty orientation was updated by the IVPAA to include a session in which the VPAA will discuss research and professional development funds available to faculty.			
	☑	"Research Works" at Rhode Island College and newsletter/spotlights on the website. Republish electronic version of inventory of research by Jan. 2009	Publish at least two issues per year.	Office of Research and Sponsored Grants and Special Assistant to President for Web Services	No additional dollars-electronic publication
2.2 Develop recruiting and marketing strategies to capitalize upon and to publicize existing and new research/public service initiatives and to familiarize the State and region	☑	Hire consultant to advise on development of enrollment management and community outreach initiatives (December 2007). An enrollment management consultant, Stephen Briggs of the University of Massachusetts-Dartmouth, has provided a framework for the development of an enrollment management plan for the College. A key component of the consultant's work was to assess the College's outreach and marketing activities. His preliminary	Add marketing strategies. These recommendations are being considered for inclusion in an enrollment management plan that will be developed by December 31, 2008.	VP Development and College Relations	

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with the College's comprehensive nature; identify funding to support such a plan. (2007-2010)		recommendation in this regard is the purchasing by the Admissions Office of commercial, proprietary lists of names of state and/or regional high school students who would be of an age to consider their choice of college.			
	☑	Increase efforts to publicize the college. During the 2007-08 academic year, RIC was featured in 60 stories in the *Providence Journal* & projo.com website; 34 College Notes postings in the *Providence Sunday Journal*; 66 articles in local and weekly newspapers; 10 print stories that included RIC, a program, event, or campus expert; 5 stories in periodicals, chronicles, and specialized publications; 22 out-of-state publications; 54 news stories on local television stations (33 on WJAR-10, 11 on ABC-6, and 11 on WPRI-12 Fox Providence); 4 articles in ethnic newspapers; 14 radio talk appearances; and 2 news conferences held at the college.			
	☐	Resources are needed to fully implement this objective, especially a consultant to review our current recognition level, make recommendations for improvement and implementation of a comprehensive plan. (06/02/2008) [Update: An enrollment management task force chaired by Holly Shadoian, Director of Admissions, has been formed]			
2.3 Develop a strategy to increase alumni involvement with and support for	☑	Alumni Affairs is working with academic units and departments to increase attendance/participation at Homecoming. There are continued efforts with deans/directors to		VP Development and College Relations	

scholarship and public service initiatives. (by May 2009)		build alumni programming into each school's plans.			

Recruit, Enroll, Retain, and Graduate Qualified Students from all Backgrounds					
NEASC Standard: III, IV					
RIBGHE goal: Improve participation and graduation rates in higher education.					
3.1 Develop and implement an enrollment marketing plan that will increase the number of applications from qualified students by 1% each yr. Increase yield by 1% each yr. (Between 2007 and 2010)	☑	Received competitive funds from RIOHE (October 2007)	Secure sufficient funds to hire an enrollment manager for spring 2008 consultancy	VPAA, AVPAA and Admissions	$10,000
	☑	Hired Steve Briggs as consultant to develop marketing plan (Dec. 2007) to work on enrollment marketing plans during spring 2008.	Hire a consultant to work on enrollment marketing plan (spring 2008)		
		2007 applications increased **1.6% from 2006.** Note: In-state applications increased by 2.1%. (April 2007). As of August 15, Total applications have increased by 6.2% over last year. Freshman applications are 10.1% ahead of last year; transfer applications are down 5.2%. Non-RI applications have increased, with a 32.8% increase in MTP applications and a 16.2% increase for all other out of state applications. Total admits show a 4.7% increase. Freshman admits are up 7.9% and transfer admits (1206) are down 3.2%. Total deposits are up 1.1% representing an all-time record for the College. Freshman deposits are also at a record high and are 4.5% ahead of last year at the same time. Transfer deposits are down 4.5%.	Increased applications 1.0% per year through 2010.		

	Non-RI deposits are also at an all-time high, with a 10.2% increase in MTP deposits and a 15.1% increase in all other out of state deposits.			
	2007 Deposits increased 3.7% from 2006 (May 2007). Total deposits decreased 8.5% from 2007 as of 06/13/08 admissions data report (more deposits anticipated).	Increase the number of freshmen deposits 1.0% each year.		
	2007 Freshmen enrollments decreased 0.7% from 2006 (Sept. 2007) Yield efforts this year included the annual admissions spring party (April 2008) for admitted freshmen and a series of personalized letters from the deans to students indicating a planned major in their respective schools. Retention figures for 2007-08 almost exactly mirror those for the preceding two academic years, across all year-to-year transitions.	Increase the number of freshmen enrollments 1.0% each year.		

| 3.2 **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)** | ☑ | Multicultural students account for 17.8% of applications received, a record high, and an increase of 1.6% over 2006. (Less than 10 years ago, the percentage was 4.0%.) Programs that specifically target traditionally under-represented groups include PEP, Bridges and Pathways Through College. 2007 saw the largest PEP program ever (500 applicants; 128 admitted; 72 in the fall class).

Due to program costs, the size of the class for the Preparatory Enrollment Program (PEP) program was reduced this year. However, an all time record number of applications was received (572) indicating a continuing interest and need for the program. Last year 145 students were offered acceptance; this year only 103 students were offered admission (representing 18% of applicants). If PEP's typical yield pattern holds steady, we expect to have approximately 50 PEP students at the College in the fall of 2008 (as opposed to 72 last year).

The "Bridges Program", a two-semester learning community for students with academic potential who do not meet traditional admission requirements, has proven to be a successful program in terms of academic success and retention. Given the planned decrease in the PEP program, the Division of Academic Affairs has added a second Bridges Program learning community for fall 2008. This has allowed us to accommodate PEP applicants who were not eligible for admission because they did not meet the Federal Guidelines; they missed the PEP application deadline and met PEP requirements; or they were students referred by high school | Increase the number of traditionally under-represented students by 1.0% each year.

Analyze data by academic major to target efforts to increase applications of multicultural students. | | |

| | | counselors as potential Bridges Program candidates.

As of May 9, 2008, multicultural students accounted for 20.2% of applications received, a record high and a 2.4% increase over last year (compared to 18.1% in their statewide age cohort, according to 2000 U.S. Census figures). | | | |

| 3.3
Increase by 2% the recruitment and enrollment of transfer students.
(by 2009) | ☑ | Transfer applications received (5,077) were a record high. From 2006-2007, there was a 0.3% increase in applications; a 1.2% increase in deposits; and a 0.7% increase in enrollees.

Transfer applications are currently down 11% compared with last year's applicant pool. The top five feeder schools for transfer applicants are CCRI, URI, BCC, Johnson & Wales, and New England Tech (from the Division's March 21, 2008 admissions report). Over 50% of transfer applications have traditionally come from CCRI. Of the top five feeder schools, we recruit principally from two community colleges. We have increased our recruitment efforts and programming for CCRI students, but for the first time in the 2008-09 applicant pool the College is experiencing the impact of CCRI's vigorous efforts to promote the Joint Admissions Agreement or JAA (whereby students spend two years at CCRI before coming to the College), rather than regular transfers to the four-year institutions which regularly occurred after one year of study at the community college level.

As a result of the growth in JAA, overall transfer deposits are down 6.6%, and traditional transfers are down 2.4% (as of May 9, 2008). Nonetheless, we are experiencing success in the yield (percentage of admits resulting in deposits) of transfers, with the highest yield in the past five years. Yield is at 35% as of May, 2008 and is up 1.6% over last year and 17.2% over 2004. Hence, for those students who do wish to transfer, we are finding a large percentage who are qualified and willing to commit to the College. | Increase 1% the recruitment and enrollment of transfer students each year. | VPAA and VPSA and Admissions | |

		Again, the retention rates remain consistent with prior years. We look forward to seeing positive impacts from various developmental education initiatives, including Pathways Through Colleges and the Bridges Program, as well as from more robust offerings through the Math Development Center and OASIS tutoring services. The College will be monitoring the impacts of universal (mandatory) academic advising which went to scale, College-wide during the Spring of 2008 (after a highly successful pilot run through the English Department and BSW Program in the Fall of 2007). Recent physical changes on campus, including a new residence hall and revitalized student activities, are likely to have a positive impact on retention rates, particularly for out of state students.			

3.4 **Increase by 1% each yr. sophomore-to-junior and junior-to-senior retention. (beginning fall 2008)**	☑	A plan has been devised to indentify high-risk groups and target their needs (fall 2007).	Increase sophomore-to-junior and junior-to-senior retention 1% each year.	VPAA and VPSA and Admissions	Resources included in plan.
3.5 **Decrease by 1% the gap in retention between minority students and other students. (beginning with fall 2009)**	☑	Adopt universal advising strategy for all academic majors by February 2008; provide appropriate academic supports, including writing and math developmental education for students whose Accuplacer scores call for such intervention (Pilot spring 2007 (for spring 2008 enrollment); at-scale spring of 2008 (for summer and 2008 enrollment)	Implement a pilot program with BSW and BA English during fall 2007; Program should go full-scale in spring 2008.	VPAA and VPSA with deans, OASIS, department chairs, and faculty	
	☑	Increase numbers of discipline-specific academic advising personnel at OASIS to ensure feasibility.	4 positions (monthly payroll, temporary) added at OASIS for academic advising, spring 2008.	VPAA and VPSA	RIOHE grant
3.6 **Decrease by 1% the gap in retention between out-of-state and in-state students. (beginning with fall 2009)**	☐		Fall 2009	VPAA and VPSA, deans, OASIS, department chairs, and faculty	
3.7 **Decrease by 1% the graduation gap between minority students and other students. (by spring 2010)**	☐	Coordinate efforts between Academic Affairs and Student Affairs to ensure that academic advising and social supports are available to all students fall 2009 and spring 2010		VPAA and VPSA, deans, department chairs, OASIS, and faculty	
3.8 **Decrease by 1% the graduation gap between Pell Grant recipients and other**			.	VPAA, VPSA, deans, department chairs, OASIS, faculty, and financial aid personnel	

students. (by spring 2010)					
3.9 Explore the feasibility of expanding opportunities to deliver the instruction and services using alternative schedules, methods, and formats, including distance learning options; identify potential departments and programs that may participate. (by June 2008)	☑	Establish committee to explore alternative deliveries (fall 2007). In fall 2008, RIC staff participated in a systemwide distance learning committee that gathered data for an RIOHE report on distance learning that was requested by Steve Costantino, the House Finance Chair. This report provided an inventory of distance learning taking place on campus. Although full distance learning programs will require additional funding from the legislature, Web Ct. has been expanding, and more hybrid courses could provide distance options for students as well as ease the problems associated with overscheduled rooms and the high costs of travel by car to campus. Hybrid instruction is also viewed by many as the best instruction since it blends on-line and on-ground instruction. In June 2008, the Plan 2010 Implementation Task Force suggested that a committee build on the work of the systemwide distance learning committee as well as an earlier 2006 report compiled by the previous Director of Continuing Education and accessible from Judith Humphrey. The task force suggested that the current director of Continuing Education, the chair of the General Education Committee, the director of Room Scheduling, the 2007-2008 Chair of the Mathematics Department, the President of the RIC/AFT and the Director of STEM/Chair of Council be convened by the new VPAA to discuss the implementation of alternative schedules, methods and formats.	Identify three depts. to participate by June 2008.	VPAA, VPSA, VPAF	Identify resources in plan.

Assure Welcoming Facilities, Efficient Services, and a Sense of Community for all Rhode Island College Constituents

NEASC Standard: VI, VIII, IX, X

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

4.1 **Review processes in place and propose a comprehensive and cohesive approach to communication about campus activities to promote a more welcoming environment** **(by Feb 2008)**	☑	Centralized web calendar and event reporting system in place along with specialty calendar for Performing Arts (Office of the Special Assistant to the President for Web Services)		VP for Student Services and Special Assistant to the President
	☑	Ask RIC, a project that allows students, parents and visitors to ask questions with answer in a 48-hour period. 450 answers from July 2007 to Dec. 2007. January 2008-May 2008; 375 contacts were responded to in a timely fashion.	100% timely response rate with 200 answers	
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.** **(plan by June 2008)**	☑	The inventory of facilities is complete. A dynamic listing of repairs and enhancements is ongoing with plans to implement a web-based work order system. (fall 2007)		VP for Administration
	☑	Add Additional parking spaces in 2007 via parking lots C, K, L, and M for faculty and staff. (summer 2007)	Completion in time for fall classes	
	☐	The master plan has been postponed until FY09 to focus on needed infrastructure updates.		
4.3 **Develop a comprehensive facilities utilization**	☑	Develop an electronic contract system to coordinate scheduling of rooms and services (fall 2007)	The system must be easy to use and reliable. The development of an electronic form has been	VPSA, VPAF, VP Development and College Relations

process, providing a uniform mechanism for reserving rooms and facilities. (NO DATE)			implemented and is used by the Office of Conferences and Special Events.		
4.4 Catalog and publicize existing areas where students can gather. (August 2008)	☑	The president authorizes a feasibility committee to study the benefits of an expanded student union (November 2007) The report of the Student Union Expansion Feasibility Task Group was submitted to President Nazarian on May 23.	Working with Information Services, Publishing Services published a listing of wireless access zones in the Faculty/Staff Directory in July 2007.	VPSA, VPAF	Cost to be determined by study
Identify at least one additional space for informal student gatherings, transforming it into an inviting students lounge. (May '08)	☐	Study will determine one extra gathering space. [Update: Construction is underway to create an East Campus Café. (06/02/08)]		VPAF	
4.5 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)	☑ ☑	Administer the NSSE in 2009 Draw up a plan to address weak areas of student engagement. NSSE will be administered for the third time during the 2008-2009 academic year. A leadership development program (New Emerging Leaders Program) was developed by the Student Activities Office and attracted eighteen students who met regularly during the Spring semester. Scott Kane, Dean of Students, has recommended to the Budget Review Committee to hold off administering the NSSE until the 2009-2010 academic year. The reason cited was to coincide	The Emerging Leaders Program will continue for the 2008-2009 academic year. Two additional initiatives, renovation of the Recreation Center and plans to expand the Student Union, are also in process.	VPSA	Budgeted for every other year

		with the requirements of the College Portrait (VSA) initiative.			
4.6 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.	☐	Multi-phased renovation of the recreation center, with the first phase involving extensive improvements to the indoor swimming complex. The bids for the first phase are out and a tentative project timetable is available.		VPSA	To be specified in report; $500,000 for pool

4.7 Revivify the College's service agenda. (August 2007)	☑	The service agenda pilot session -- planned with PEC during September 2007 and implemented Nov./Dec. 2007 for staff and for faculty in winter/spring 2008	Participation by 20% of faculty and staff in first round.	VPAF, VPAA	
4.8 During the 2008-09 academic year, commence the codification of current policies, procedures, and guidelines used by the College.	☑	Gather all documented policies that have been accumulated by College academic and administrative units for the past 7 years. (fall 2007)		All VPs	
	☑	Update the College Handbook chapter on Academic Policies and Procedures (Chapter 3, April 2008). Publish in summer 2008 for fall 2008 release. RIC gathered all documented policies that have been accumulated by the College's academic and administrative units in the past seven years (completed Fall 2007). In the Spring semester, the *College Handbook on Academic Policies and Procedures* (Chapter 3) was updated, placed on the Website for the Rhode Island College Council to review, and was affirmed by a vote of Council (April 2008). The document will be added to the College's Website in May 2008.	100% updated and approved by Council in April 2008. Approved by President Nazarian May 19, 2008.	AVPAA	Publication costs
4.9 Continue to strengthen and expand activities to enhance staff diversity throughout the College ('07-'10)	☑	Hiring data, monitoring, and diversity priorities for staff hiring are distributed to all hiring committees by Director of Affirmative Action Pat Giammarco (fall 2007) See Affirmative Action Plan http://www.ric.edu/affirmativeAction/plan.php	The State Equal Opportunity Office sends all state departments percentage goals to be used in hiring racial/ethnic minorities and females.	All VPs	
	☑	Hiring Data: July 1, 2006 – June 30, 2007 Staff hires – 54.8% female; 16.7% minority	Goals: Female – 48.4% Minority – 14.5%		

4.10 **As part of the work of the Campus Emergency Response Steering Committee, develop and implement a comprehensive plan to alert the campus community in the event of an emergency. (Jan. 2008)**	☑	Implement an emergency notification system using text messaging (spring 2008)	Identify cell phone numbers for all faculty, staff and students	VPAF	
	☑	Identify and communicate areas of campus to gather in case of an emergency (fall 2007)	Disseminate to all faculty, staff and students	Office of Residential Life	
	☑	Establish partnership with North Providence for surveillance capabilities (late fall 2007)			Grant secured by the City of North Providence

Ensure a Continuing Resource Base that Allows the College to Offer Excellent Programs at an Affordable Cost

NEASC Standard: VIII, IX

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

5.1 **By FY10, the assets of the Rhode Island College Foundation shall reach $25M.**	☑	Total assets of $23M (November 30, 2007) Fund raising efforts continue to move forward. On target for meeting $25 million goal (if market cooperates!)	$25M by 2010	VPDCR and College Relations	
5.2 **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.**	☑	Office of Research and grants has been offering workshops to increase faculty knowledge of grant writing process.	20% increase from 2007 to 2010	All VPs	
	☑	Faculty and staff at RIC have obtained increasing Federal and State funding through the Office of Research and Grant Administration (ORGA) from $5.9 million in 2003-2004 to $9.0 million to date in 2007-2008, a 52% increase. However, the past two fiscal years ($8.9 million 2006-2007 to the current 2007-2008 funding level) show only a projected 1% gain.			

There may be multiple reasons for this. For one, research infrastructure in the form of personnel has decreased as research dollars have increased. ORGA staff was at 3 full-time employees in 2003-2004 and is now down to one full-time employee with the loss of Anne Pascucci as former Interim Director. There is therefore less time to devote to proactively cultivating faculty, locating funding opportunities and promoting research and sponsored programs. As a result, certain departments with a stated research interest and history of funding have been given more focus in the past year while others have not been sought out. Those departments already engaged are now committed to existing programs obtained through external funding, relatively unable to continue growth due to those commitments.

To attempt to continue the funding increase seen over the past 4 years, ORGA will engage new and relatively untapped audiences in schools and departments currently without any large Federal or State grant awards. As examples, the School of Nursing has a stated research and funding interest but has yet to obtain a significant Federal or State award while the Psychology department has (as a departmental priority) attempted a number of Federal proposals over the past two years without an award. These kinds of schools and departments will be targeted with a renewed focus. When possible under current staffing and budgetary conditions ORGA will also continue or expand its outreach and promotional techniques of the past few years. These include public workshops, proposal consultants, and the newsletter *Research Works at Rhode Island College*.

5.3 **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.**	☐	Alumni have asked what they can do in terms of lobbying efforts at the state level; on the advice and counsel of the President, we discouraged individuals from "buttonholing" legislators during the current climate. (06/02/2008)	Appropriations 10% higher in 2010 than in 2007	VPDCR and College Relations	Costs to be included in plan
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.**	☑	Weekly collection of recyclable materials. (November 2007) saving over $80,000 annually		VPAF	No cost, but savings of over $80,000