

## Appendix C: Goals and Objectives

### 1. Learning Innovation

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

#### 1.1-Faculty Support

- 1.1.1 Recruit and retain strong, diverse faculty and staff through equitable and competitive salary structures
- 1.1.2 Significantly increase the use of technology in the classroom to improve instruction
- 1.1.3 Design and implement faculty supports to generate increased grant opportunities

#### 1.2-Leveraging academic expertise

- 1.2.1 Develop degree and non-degree certificate programs in high-demand areas to meet regional economic development needs
- 1.2.2 Invest in data infrastructure to support RIC's ability to provide statewide policy and planning guidance
- 1.2.3 Strengthen and expand graduate studies opportunities at RIC

#### 1.3-Experiential Learning

- 1.3.1 Significantly expand experiential learning opportunities for students

#### 1.4-Feinstein School of Education and Human Development

- 1.4.1 Develop overall improvement plan leveraging community partners and local, state and national expertise
- 1.4.2 Increase proficiency with standards-based instruction and assessment, integration of technology, and instruction in working with English language learners and students with disabilities
- 1.4.3 Strengthen relationships with local districts and develop more robust clinical experiences

### 2. Student Success

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

#### 2.1-Organization

- 2.1.1 Align the college's organizational structure to best support student success
- 2.1.2 Implement high impact practices for student supports and engagement

#### 2.2-Student Academic Services

- 2.2.1 Establish centralized, well-coordinated student academic services
- 2.2.2 Invest in high-impact practices to improve academic momentum, course completion and degree attainment

### 2.3-Student Life

- 2.3.1 Enhance campus experience by improving co-curricular offerings for residents and commuters to encourage greater student involvement and participation
- 2.3.2 Invest in coordinated, wrap-around student academic and wellness services

### 2.4-Enrollment Management

- 2.4.1 Develop a comprehensive enrollment management plan providing strategies for graduate, international, adult and traditional enrollment growth
- 2.4.2 Establish new brand for Rhode Island College that recognizes our exceptional strengths and showcases the quality, value and innovation of Rhode Island's first public college
- 2.4.3 Improve and expand residential options to assist in recruiting and retaining a diverse student body

## 3. Inclusive Excellence

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

### 3.1-Organization

- 3.1.1 Invest in the college's organizational structure to best support inclusive excellence
- 3.1.2 Increase diversity among faculty, staff and administration to reflect the demographics of the college and the state

### 3.2-Campus Climate

- 3.2.1 Review and strengthen key policies and practices involving Title IX, bias response and safety
- 3.2.2 Improve campus climate for all members of the Rhode Island College community

## 4. Community Partnerships

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

### 4.1-Building Partnerships

- 4.1.1 Strengthen and expand partnerships with national and federal level organizations and agencies to support RIC's highest priority initiatives and provide opportunities for students, faculty and staff
- 4.1.2 Strengthen and expand partnerships with state organizations and agencies to support RIC's highest priority initiatives and provide opportunities for students, faculty and staff
- 4.1.3 Strengthen and expand partnerships with local community organizations, agencies and business to support RIC's highest priority initiatives and provide opportunities for students, faculty and staff

## 5. Institutional effectiveness

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

### 5.1-Fiscal Resource Management

- 5.1.1 Strengthen capacity for effective, transparent resource management
- 5.1.2 Enhance use of technology to promote communication, learning and access
- 5.1.4 Strengthen revenue streams to advance affordability by maintaining tuition and fee levels below regional peers
- 5.1.5 Establish a comprehensive master plan addressing the long-term physical plant needs and vision for the college's overall footprint

### 5.2-Institutional Development

- 5.2.3 Enhance communication and relationships with alumni by recognizing them as a valuable and critical resource for institutional growth and success