

Rhode Island College
Affirming our Strength, Building our Future

Three-Year Strategic Action Plan
July 1, 2017- June 30, 2020

Draft 2.0 - April 13, 2017

Contents

RIC Mission, Vision and Core Values.....	3
Introduction.....	5
Feedback and Input.....	5
Strategic Framework.....	6
Decade of Technology.....	7
Implementation Planning & Progress Reporting	7
Goals and Objectives.....	8
1. Learning Innovation	8
1.1-Faculty Support.....	8
1.2-Leveraging Academic Expertise	9
1.3-Experiential Learning	10
1.4- Feinstein School of Education and Human Development (FSEHD)	11
2. Student Success	12
2.2-Student Academic Services.....	13
2.3-Student Life.....	13
2.4-Enrollment Management.....	14
3. Inclusive Excellence	15
3.1-Organization	15
3.2-Campus Climate	15
4. Community Partnerships	17
4.1-Build Strategic National, State and Local Partnerships	17
5. Institutional effectiveness.....	19
5.1-Fiscal Resource Management.....	19
5.2-Institutional Development.....	21
Concluding Remarks.....	22
Appendix.....	23
Appendix A: Implementation Plan Template.....	23
Appendix B: Environmental Scan.....	24
Appendix C: Goals and Objectives	26

RIC Mission, Vision and Core Values

RIC Mission Statement

Rhode Island College is a public higher education institution anchored in liberal arts and experiential learning opportunities, with an unwavering commitment to student-centered teaching. Through their experience on campus, and with myriad community partners, students gain knowledge, skills and insight necessary to contribute to, and benefit from, our ever-evolving culture and economy. RIC continually strives to provide a safe and respectful campus environment that assures freedom of thought and expression, rooted in the belief that we, as a community and individually, all benefit from a diversity of ideas, philosophies and cultural representations. With commitment strong focus on intellectual and personal growth and professional development, RIC is a force for positive change in the lives of our students and in the state and region. (Draft 4/1/17)

RIC Vision Statement

Rhode Island College will be recognized as a thought leader among public colleges, acknowledged for its individualized, student-centered programs and preparation of the state and region's diverse populations. The college will be distinctive in providing industry-leading, dynamic curricular and co-curricular learning experiences, fostering student retention, completion and professional development. Renown for the expertise and leadership of its faculty, staff, students and alumni, the college will continue to focus on its entrepreneurial approach to preparing students for a 21st century workforce; adaptability to the changing social and economic environment; and collective impact on Rhode Island's economy and culture. (DRAFT 4.13.17)

RIC Core Values

Excellence and Innovation

RIC will continue to foster a high-quality educational environment with rigorous academic programs, talented faculty, and a strong support system for academic success. This is complemented by our proven talent, foresight and track record for responding to emerging issues.

Access and Opportunity

RIC provides a high-quality education experience to prepare students from all walks of life. We are committed to providing the supports necessary to assure students have the knowledge and skills to succeed in, and contribute to, our global society.

Student-Centered

RIC places a high emphasis on providing a student-centered experience. Small class sizes, a focus on experiential learning, and committed and caring faculty and staff offer an unmatched student-focused experience.

Diversity and Inclusion

RIC has always been home to one of the most diverse student bodies in the state. This inclusive environment is a strength for all of our students, faculty and staff as we learn together how to grow and prosper in a world that is increasingly both culturally rich and complex.

State and Community Leadership

RIC provides a caring and supportive campus community for our students, faculty, staff and alumni. We are committed to partnering with organizations within the state and region to the benefit of our students and the greater community.

Transparency

RIC is a thriving community of students, faculty, staff and alumni. Our success depends on transparency; a strong and demonstrated trust among all members.

Introduction

In the fall of 2014, members of a Strategic Planning Committee, including faculty, staff, students, alumni, and community members, began a year-long process of researching and shaping the institutional priorities for the 2015-2020 period. As part of this process over 100 objectives were identified and recommended for consideration into the final plan, “RIC Vision 2020”.

In the spring of 2016, the Rhode Island Council on Postsecondary Education appointed Dr. Frank D. Sanchez as the 10th President of the college. As part of President Sanchez’s transition he initiated a “listening tour” comprised of open forums, divisional meetings and small group discussions. During these forums he met with the chairs of the Strategic Planning Committee and recommended formulating a framework for prioritizing and distinguishing operational and strategic recommendations.

As part of these conversations, there was broad agreement that the final strategic action items needed to be streamlined, resourced, measurable and reviewable while also ensuring clear lines of accountability. The intended outcome of these deliberations was to optimize the impact of “RIC Vision 2020” and develop an actionable plan with a three-year timeframe. This document represents the first draft of that work, “RIC Strategic Action Plan 2017 – 2020”. Subsequent drafts will include implementation plans to provide greater detail as to measurable targets, timelines, assignments and resources (Appendix A).

Feedback and Input

We are extremely appreciative of the work that was done to produce the original “Vision 2020” document, which serves as the basis for this draft action plan, and for the thoughtful input we have received from the campus community.

You are strongly encouraged to please send any additional comments, questions, concerns and suggestions on this draft to ricactionplan@ric.edu. Please be as specific as possible when referring to plan changes. We also invite you to participate in continuing discussions of the draft plan on campus; scheduled dates and times will be made available on the RIC website.

We will consider all emails received, as well as comments from the continuing President’s listening tour, for the preparation of the next draft. We anticipate completion of the final draft in May. We will keep a summary record of all comments and make them available as an appendix. The final plan, to include appropriate formatting and graphics, is slated for completion in June.

Strategic Framework

An effective planning process includes multiple steps. The college must determine where we want to go; how to get there; who does the work; and what measures are used to assess progress.

For the purposes of this plan, a Strategic Framework was developed to organize the Strategic Plan's content. Several central themes emerged from our community discussions, as well as informative evidence and data gathering. Many of these central themes were often mentioned as part of RIC's history, academic fabric and as keys to future success. The environmental scan (Appendix B) also points to these themes as being essential to what RIC represents today and where we need to be in the future. If the mission, vision and values serve as our foundation, then these concepts will serve as our pillars. They represent the strategic investments prioritized within this three-year action plan and provide the framework for our goals, objectives and work plans.

They are:

- Learning Innovation – A college ethos that elevates the teaching and learning enterprise in effective, innovative and extraordinary ways with leading instructional practices
- Student Success – A student collegiate experience that helps students identify their strengths, talents and passions and encourages, supports and challenges them to achieve their goals and receive a college degree
- Inclusive Excellence – A college campus that intentionally designs welcoming and inviting learning experiences for all students, regardless of background, income, race/ethnicity, sexual orientation, gender identity, ability, religion or politics, for the benefit of the entire college community
- Community Partnerships – Purposeful collaborations with local, state and national partners to provide the highest quality college degree and address critical issues for the broader community
- Institutional Effectiveness – An administration and college community that ensures RIC's mission by being exceptional stewards of public funding while incorporating evidence-based, high impact practices

Decade of Technology

Technology is a necessary and essential element of RIC's future. The digital landscape continues to barrel forward and we must be ready to meet new educational demands without compromising RIC's high-quality instruction and student interactions in the classroom. As we move forward with implementing the strategic plan, we will simultaneously embark upon a major campaign to transform RIC's technological infrastructure and capabilities for instruction, student services and administration. This signature initiative will require us to marshal resources toward enhancing our exceptional faculty-student interactions while advancing high-tech, high-touch classroom instruction and student services in a traditional college setting.

Many of our students were born in this new era of mobile devices, social media communities and access to information around the world. Tomorrow's RIC experience must be designed with these new realities in mind. We will strive to truly integrate technology into our culture in a systematic, relevant way. Utilizing the best appropriate technology will help us achieve the goals outlined in this plan.

Implementation Planning & Progress Reporting

As the Strategic Plan nears completion, we will shift our efforts toward implementation planning. Senior managers will be assigned to each objective and asked to work with campus stakeholders to complete an Implementation Plan Template (appendix A). This plan will identify the action steps necessary to meet the objective, along with required resources and anticipated deliverables, and will help provide regular status updates. Implementation plans will be updated and reviewed throughout the duration of the Strategic Plan.

There will also be a "success measure" generated for each objective, which will be regularly updated and shared with the campus community. Success measures are qualitative indicators that clearly signify progress toward meeting the objective.

Reviewing the implementation plans and success measures assures fidelity to the plan and provides accountability. Equally important, they provide an opportunity to evaluate our efforts and, where necessary, make adjustments to the plan's approach. Thus, the Strategic Plan will be a living document for Rhode Island College.

Goals and Objectives

1. Learning Innovation

Now, more than ever, the college is poised to deliver a degree of the highest quality, value and innovation while preparing our students to succeed in an increasingly complex world. As a strategy to further enhance a culture of learning innovation, we will invest in our exceptional faculty, leverage our academic expertise, and embed student experiential learning opportunities throughout the entire collegiate experience. RIC will capitalize on its position among regional higher education institutions and become a leader in creating a culture of learning innovation across our faculty, student and staff communities.

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

1.1-Faculty Support

Objective 1.1.1	Objective 1.1.2	Objective 1.1.3
Recruit and retain strong, diverse faculty and staff through equitable and competitive salary structures	Significantly increase the use of technology in the classroom to improve instruction	Design and implement faculty supports to generate increased grant opportunities
Priority Initiatives	Priority Initiatives	Priority Initiatives
Conduct a third-party analysis of RIC's salary and benefit structure, jointly supported by faculty and administration	<p>Launch a task force that will:</p> <ul style="list-style-type: none"> • Outline ways to improve the student experience with better instruction methods • Identify growth opportunities for increased use of technology based on market study data • Identify areas to invest <p>Provide faculty training in the best practices of online pedagogy</p>	<p>Increase investments in faculty professional development, with an emphasis on research and training</p> <p>Sustain and enhance efforts to support faculty research with increased finances, space, time, recognition, and improved processes</p>

Success Measure	Success Measure	Success Measure
Benchmarks established to address CUPA salary disparities with peer institutions, broken down by discipline	An increase in the number of blended learning classes by 20%	An increase in the total dollars and indirect cost dollars funded per year by 10%

1.2-Leveraging Academic Expertise

Objective 1.2.1	Objective 1.2.2	Objective 1.2.3
Develop degree and non-degree certificate programs in high-demand areas to meet regional economic development needs	Invest in data infrastructure to support RIC's ability to provide statewide policy and planning guidance	Strengthen and expand graduate study opportunities at RIC
Priority Initiatives	Priority Initiatives	Priority Initiatives
<p>Partner with other institutions in the co-development of workforce-related initiatives recognizing the unique role, scope and mission of each institution</p> <p>Promote interdisciplinary programming among schools, departments and faculty</p> <p>Partner with Office of the Postsecondary Commissioner (OPC) on the development of RIC-sponsored programs at the new Westerly facility</p>	<p>Work with state policy entities (OPC, K-12 Council, Workforce Board, Skills Cabinet, Children's Cabinet, Commerce Corp, etc.) to assess what support and/or state and regional information RIC is positioned to provide</p>	<p>Develop an organizational and financial plan to invest in an Office of Graduate Study</p> <p>Increase support for graduate assistantships</p> <p>Investigate partnership opportunities with other higher-education institutions</p>
Success Measure	Success Measure	Success Measure
One CE undergraduate and one CE graduate degree program launched in the 2018-2019 academic year	Development of a Policy Research Institute at RIC to address educational and social policy questions in the state and the nation, including educator preparation, healthcare, and social services	An increase in the number of graduate students, headcount and FTE by 10%

1.3-Experiential Learning

Objective 1.3.1
Significantly expand experiential learning opportunities for students
Priority Initiatives
<p>Determine the feasibility of a 21st Century Skills Requirement for all RIC undergraduates</p> <p>Invest in growing the number of internships, undergraduate research, study abroad, apprenticeships, job shadowing and service learning opportunities</p>
Success Measure
Achievement of Performance Funding metrics

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

Objective 1.4.1	Objective 1.4.2	Objective 1.4.3
Develop overall improvement plan leveraging community partners and local, state and national expertise	Increase proficiency with standards-based instruction and assessment, integration of technology, and instruction in working with English language learners and students with disabilities	Strengthen relationships with local districts and develop more robust clinical experiences
Priority Initiatives	Priority Initiatives	Priority Initiatives
Establish, charge, and implement the coordinating structures and communication systems to engage the school's stakeholders, bring in external perspectives, partner with RIDE, and begin to implement a clearly defined plan and a tactical strategy	Undergo a comprehensive review of all of the educator preparation curricula in FSEHD, reorganizing the course work and content to incorporate and emphasize new elements, enhance clinical experiences, and reduce the overall credit requirements for the majors	Develop a coordinated strategy to connect with the leadership and teachers in every district in Rhode Island Establish a plan to recruit and support cooperating teachers and provide longer, more intensive clinical experiences, including the co-teaching model where appropriate
Success Measure	Success Measure	Success Measure
Establishment of Advisory Council, change mentor, and steering committee	A report on proposed changes submitted to RIDE for review well in advance of the end of the three-year renewal	Establishment of a database of organizations, districts, schools, and cooperating teachers that is accessible to faculty and students

2. Student Success

As a student-focused institution, we have a responsibility to foster students' success by helping them effectively navigate the collegiate experience, build academic momentum and ensure degree completion. Providing relevant, high-quality, well-coordinated student support services that lead to high levels of student satisfaction is a good predictor of student success and an essential element to RIC's success. To further emphasize student success, the college will invest in the organization, student academic services, student life, enrollment management and other high impact and evidence-based practices.

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

Objective 2.1.1	Objective 2.1.2
Align the college's organizational structure to best support student success	Implement high-impact practices for student supports and engagement
Priority Initiatives	Priority Initiatives
<p>Establish the role of Vice President for Student Success focusing, enhancing and improving student services, policies and programs</p> <p>Align enrollment management, key academic services and student affairs under new Division of Student Success</p>	<p>Administer comprehensive review (NASPA) of student support services to ensure we are adhering to national best policies and evidence-based practice.</p> <p>Establish nationally indexed benchmarks for student satisfaction across all student services</p> <p>Create President's Leadership Program to cultivate top student leaders on campus</p> <p>Assess effects of RIC's current model for awarding financial aid and administering work study on student success</p>
Success Measure	Success Measure
Creation of new Division of Student Success	Implementation of recommendations from NASPA P.R.A.C.T.I.C.E.S. review

2.2-Student Academic Services

Objective 2.2.1	Objective 2.2.2
Establish centralized, well-coordinated student academic services	Invest in high-impact practices to improve academic momentum, course completion and degree attainment
Priority Initiatives	Priority Initiatives
<p>Make critical investments to enhance academic advising for all students</p> <p>Centralize student academic support services to improve easy access and delivery</p>	<p>Establish supplemental instruction for high-risk courses to improve course completion rates</p> <p>Examine and enhance existing First-Year Experience efforts and address “summer-melt”</p>
Success Measure	Success Measure
Professional Advising Center established	Increase in average number of credit hours completed per semester

2.3-Student Life

Objective 2.3.1	Objective 2.3.2
Enhance campus experience by improving co-curricular offerings for residents and commuters to encourage greater student involvement and participation	Invest in coordinated, wrap-around student academic and wellness services
Priority Initiatives	Priority Initiatives
<p>Launch a “Beyond the Classroom” task force to provide recommendations for enhanced engagement, services and experience</p> <p>Identify relevant technology to facilitate student involvement, access to services and information</p>	<p>Establish centralized student support services</p> <p>Expand access to services for all students</p>
Success Measure	Success Measure
10% increase in Noel Levitz student Satisfaction survey ratings	Implementation of professional advising center

2.4-Enrollment Management

Objective 2.4.1	Objective 2.4.2	Objective 2.4.3
Develop a comprehensive enrollment management plan providing strategies for graduate, international, adult and traditional enrollment growth	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	Improve and expand residential options to assist in recruiting and retaining a diverse student body
Priority Initiatives	Priority Initiatives	Priority Initiatives
<p>Establish an enrollment management committee that includes expertise from the RIC community</p> <p>Engage a consultant to work with committee to lead policy review and standardize enrollment requirements</p> <p>Develop a marketing and outreach plan for targeted areas</p>	<p>Engage a private firm to assist with RIC branding and marketing with input from students, faculty, staff, alumni and broader community</p> <p>Establish consistency and cohesiveness by incorporating new brand into all college materials, web and communications</p> <p>Raise the profile in the community of RIC’s performing arts program and theater facilities through marketing and media outreach</p>	<p>Explore financial options for renovating, building or partnering on new and improved housing opportunities</p>
Success Measure	Success Measure	Success Measure
Comprehensive enrollment management plan developed and completed for 2017-2020, with specific targets and strategies for each group	Comprehensive marketing and public relations metrics for the college established, aligned with admissions’ goals and benchmarks	Recommendations on the feasibility of a public/private partnership to finance and manage a new residence hall

3. Inclusive Excellence

Over the past several years, we have seen a dramatic shift in the demographics of our undergraduate student body. We believe the entire RIC community benefits from a community that represents people from diverse backgrounds, including but not limited to race/ethnicity, religion, sexual orientation, gender, gender identity and ability. RIC's teaching and learning enterprise will encourage opportunities to understand ourselves and our communities within diverse contexts. Applying the principles and practices of inclusive excellence will support the continuous development of a welcoming campus culture that values safety and stimulates critical thinking.

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

3.1-Organization

Objective 3.1.1	Objective 3.1.2
Invest in the college's organizational structure to best support inclusive excellence	Increase diversity among faculty, staff and administration to reflect the demographics of the college and the state
Priority Initiatives	Priority Initiatives
<p>Establish an Associate Vice President for Community, Equity and Diversity who will adopt an effective and aggressive work plan to assure that RIC is making progress on inclusive excellence</p> <p>Establish a President's Commission on Inclusive Excellence that will develop policies, practices and programs to assure that each RIC student is prepared to engage in and facilitate success with inclusion issues, and thrive in our increasingly diverse society</p>	<p>Expand and improve recruitment efforts to increase workforce diversity among professional staff, faculty, and administration</p> <p>Establish clear HR protocol that supports inclusive excellence</p>
Success Measure	Success Measure
Targeted funding included in the college's state budget proposal for FY 2018 for the Office of Community, Equity and Diversity staff, operations and select initiatives to promote campus-wide events and priorities	Increase diversity among faculty by 5 percentage points by 2020.

3.2-Campus Climate

Objective 3.2.1	Objective 3.2.2
Review and strengthen key policies and practices involving Title IX, bias response and safety	Improve campus climate for all members of the Rhode Island College community
Priority Initiatives	Priority Initiatives
<p>Engage consultant expertise to review current policies and practices and work with campus constituencies to adopt national best practices</p> <p>Ensure students, faculty, and staff are aware of, and have access to, Title IX resources on campus related to gender discrimination and/or sexual assault, and general safety policies, procedures and protocols</p> <p>Provide students with an effective mechanism for expressing any perceived biases and inequities in their college experiences</p>	<p>Administer campus climate survey to better assess concerns on campus</p> <p>Provide faculty and staff professional development on a culture of inclusion, including through HR trainings, orientations, and consultations</p>
Success Measure	Success Measure
By end of 2017, college adopts new policies on Title IX, Free Speech, Clery and Threat Assessment	By 2020, the % of students indicating that RIC very much “Encourages contact among students from different economic, social and racial/ethnic backgrounds” on our NSSE survey increases to 30% (from 21% currently)

4. Community Partnerships

RIC will build on our existing community partnerships and actively explore opportunities for collective impact. We will embrace stakeholders and ‘outsiders’ as an important part of the innovation ecosystem at our college. Our community partnerships provide innovative experiential learning opportunities for our students while involving and strengthening our relationships with key external stakeholders. These mutually beneficial associations will continue to be a part of our commitment to 21st century skills development and inclusive excellence at RIC.

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

4.1-Build Strategic National, State and Local Partnerships

Objective 4.1.1	Objective 4.1.2	Objective 4.1.3
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	Strengthen and expand partnerships with state organizations and agencies to support RIC’s highest priority initiatives and provide opportunities for students, faculty and staff	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
Priority Initiatives	Priority Initiatives	Priority Initiatives
Explore potential opportunities to partner with national organizations whose missions align with RIC’s mission	<p>Improve collaboration and cooperation with CCRI, URI and OPC to reflect RIC’s commitment to and support of a strong system of public higher education in Rhode Island for the benefit of our students and the state</p> <p>Execute a Rhode Island College economic impact study. Develop a set of indicators to measure RIC’s impact on the community and Rhode Island’s economy, and track the college’s performance on these indicators</p>	<p>Review existing relationships with local organizations to maximize benefits to both RIC and the community</p> <p>Invest in programs and activities to unify the college’s student, faculty, staff and administration</p> <p>Invest in local and national experts, building on RIC’s mutually beneficial partnership with the Central Falls community, school district and the Rhode Island Department of Education (RIDE) to develop a national model school district leveraging the resources and strengths of all partners</p>

Success Measure	Success Measure	Success Measure
Working relationships established with five national entities that align with RIC's adopted pillars	Positive working relations with city and town elected and/or appointed leaders with a focus on the metro region of the state	Identification and strategic support of additional RIC representatives onto local, not-for-profit, state, and general boards, advisory councils, and commissions

5. Institutional effectiveness

We will continue to improve our business practices to provide greater value to our students and the state. An audit in the summer of 2016 provided clarity on institutional shortcomings, as well as an opportunity for us to take a closer look at how we operate. Additionally, state and national focus on student retention and completion, the college's rapidly changing student demographics, and difficult economic conditions combine to provide both a challenge and an opportunity. Individually and collectively, we must develop new modes of resource management in order to foster collaboration, transparency, data-driven decision-making, and creativity to bring about success. We must also value the talents and contributions of our alumni, both in Rhode Island and throughout the country, as critical resources for institutional advancement.

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

Objective 5.1.1	Objective 5.1.2
Strengthen capacity for effective, transparent resource management	Enhance the use of technology to promote communication, learning, and access
Priority Initiatives	Priority Initiatives
<p>Leverage the Bureau of Audits report to establish and present timely, appropriate and transparent fiscal processes and controls</p> <p>Institutionalize the Workforce Planning Committee to review all hiring proposals to assure investments are aligned with institutional priorities</p> <p>Create an efficient, equitable and transparent system for the allocation and maximization of physical spaces on campus</p> <p>Establish an informative and transparent budgeting process with a 3-year forecast</p>	<p>Build RIC's web presence to communicate the college's brand and make information about programs, procedures, and personnel accurate, sensitive, and accessible</p> <p>Review and consistently update the college's media-based communication strategies to meet the needs of students in a digital environment</p> <p>Increase the number of multifunctional, technology-enhanced spaces for meetings, presentations, events that promote and advance academic goals, such as experiential learning and civic engagement</p>
Success Measure	Success Measure
Successful implementation and management of a 3-year rolling financial forecast on an annual basis	Effective reorganization of Information Services to include increased planning capabilities, accountability, and more rapid resource adjustments as technologies change and evolve

Objective 5.1.3	Objective 5.1.4
Strengthen revenue streams to advance affordability by maintaining tuition and fee levels below regional peers	Establish a comprehensive master plan addressing the long-term Physical Plant needs and vision for the college's overall footprint
Priority Initiatives	Priority Initiatives
<p>Strengthen advocacy efforts for increased state support</p> <p>Increase revenues from private fundraising</p>	<p>Issue an RFP to engage education master planning services from a consultant</p> <p>Engage campus community to provide input, needs and challenges to shape RIC's master plan and ensure the college can adapt to changing conditions into the future</p> <p>Prioritize use of renewable energy sources where feasible</p>
Success Measure	Success Measure
Analysis of current revenue stream performance – internal year-to-year and industry performance	Updated master plan for RIC's facilities that reflects the progress that has been made since 2010 and identifies evolving campus needs for the next 5 - 10 years

5.2-Institutional Development

Objective 5.2.1
Enhance communication and relationships with alumni by recognizing them as a valuable and critical resource for institutional growth and success
Priority Initiatives
<p>Begin monthly e-newsletter to alumni to keep them abreast of campus activities and developments</p> <p>Add capacity to more easily solicit, receive, and track contributions online</p>
Success Measure
Establishment of alumni chapters aligned with high-density populations of Rhode Island College Alumni within the states of Massachusetts, New York, Florida and Connecticut

Concluding Remarks

This section waits to be written at the completion of the final document.

Appendix

Appendix A: Implementation Plan Template

Implementation Plan				
Goal:		Objective:		Success Measure:
Lead staff:		Key Support Staff:		
Date updated:				
Action Steps	Available resources	Deliverables	Status	Notes/Contingencies

Appendix B: Environmental Scan

The Strategic Action Plan is built upon the solid foundation provided by the mission, vision and values. However, to help prioritize strategic goals and objectives we must take into consideration the environmental factors affecting RIC at the national, state and campus community level. The most impactful are presented below in the OPTICS framework: Opportunities, Trends, Issues, Challenges and Strengths. This situational analysis guides us toward the most promising and impactful strategies to move RIC toward its vision.

Opportunities

- Following the recent audit recommendations, the college is well positioned to purposefully and strategically build our capacity and infrastructure for the future.
- The college is clarifying its strengths and core values for a new and significant branding and marketing campaign.
- RIC's mutually beneficial partnership with the Central Falls School District will meet the diverse needs of the residents of Central Falls; advance teaching, learning and research at Rhode Island College; and serve as an innovation laboratory for developing and piloting sustainable and replicable programs in urban education, community development and healthy communities
- There are numerous emerging academic offerings that align well with RIC's strengths including but not limited to cyber security, health care, and computer science.
- RIC's academic quality and value provide an attractive alternative for non-traditional, international and out-of-state students.
- The college can greatly enhance communication and active involvement with its network of nearly 60,000 alumni; the vast majority living within a 50-mile radius of the college.
- The college has not had a significant, well-coordinated fundraising effort for some time.

Trends

- There is more competition in higher education: nearby state schools, for-profits, online and competency-based programs.
- There is a decline in high school graduates statewide and regionally.
- RIC's student body is becoming more diverse.
- There is increasing political pressure for better performance (completion) and addressing workforce needs (high wage/high demand jobs).
- Nationally, increased student debt is seen as hampering the economy.
- Today's student needs are more complex (academic preparation, income related, mental health, etc.).

Issues

- Accreditation/regulation is in flux due to new players in the market.
- Governance: Rhode Island Office of the Postsecondary Commissioner (OPC) is limited in capacity; the Governor and the General Assembly are increasingly involved in higher education; and there is uncertainty at the federal level.

- The prospect for opportunities and services for underserved student communities continues to be uncertain (e.g.: low-income, DACA/Dreamers, LGBTQ, disabled, etc.).
- There are continually growing pressures and expectations to ensure all higher education institutions evaluate the administration of Title IX, campus safety, and speech rights.

Challenges

- State financial support is comparatively low and expected to grow slowly at best in the near future.
- Critical services surrounding academic advising have been significantly underfunded resulting in diminished quality of advising.
- Continued federal support remains uncertain.
- Current RIC Enrollment projections are flat.
- RIC's retention and graduation rates have remained consistently below set targets.
- Significant investment must be made to modernize residence halls, academic buildings and other facilities on campus.
- Student Experience is a factor in school choice and academic success: dining options, technology, lounging/study space, activities, advising.
- RIC could benefit from stronger student and alumni engagement.

Strengths

- RIC has a historic commitment to inclusiveness and social mobility.
- RIC is steeped in experiential learning throughout its array of academic offerings.
- RIC returns tremendous value to its students and the state of Rhode Island.
- RIC has committed and talented staff and faculty.
- RIC has high quality programs and instruction with several regional and national "rankings."
- RIC has a history of innovation and its size lends itself to the successful implementation of creative programs.
- RIC has a culture of interdisciplinary collaboration.
- RIC has history of successful partnerships with community organizations, state agencies, and other educational community institutions.
- RIC's physical campus is improving with new construction and renovations, and the campus is in a desirable location.
- RIC provides a caring environment for its students, staff and faculty, through programs and resources such as Learning 4 Life, Unity Center, Counseling Center, OASIS, and more.
- RIC's campus is safe.

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