College Mission

To prepare our graduates to be global leaders in a wide range of engineering disciplines, and to conduct research, which creates knowledge, products and services, for Rhode Island, the nation and the world.

College Vision

To be recognized for innovative engineering education and collaborative research, making the University of Rhode Island the preferred choice of outstanding faculty and students.
GOAL 1: A final design for new, state-of-the-art teaching and research facilities is approved and funded.

STRATEGIES

A1. Have an external A/E company develop a complete Master Plan
   a. Develop RFP, interview and select A/E company
   b. Develop Master Plan drawings
   c. Develop economic impact analysis

A2. Obtain funding for the COE Master Plan
   a. Develop industrial, political and institutional support
   b. Develop a Future Fund account of $20 million for teaching and research equipment
   c. Conduct a campaign directed at securing the GO bond on the 2014 ballot and developing voter support to pass it. (See Strategy B1)

A3. Construction drawings are completed and available to send to bidders

METRICS / STATUS

1. Master plan contract awarded to A/E company (Completed Successfully, A/E Ballinger)
2. Economic impact analysis completed (Completed Successfully, 2013)
3. Master plan completed by A/E contractor (Completed Successfully, 2012)
4. General Obligation (GO) bond is on the 2014 referendum ballot (Completed Successfully, $125M, July 2014)
5. GO bond is passed by voters (Passed Successfully, November 2014)
6. Final design drawings are completed by A/E contractor (Completed, May 2016)
GOAL 2: THE COLLEGE IS MARKETED TO KEY CONSTITUENCIES TO ACHIEVE PASSAGE OF THE GENERAL OBLIGATION BOND FOR THE COE MASTER PLAN.

STRATEGIES

B1. Conduct a campaign directed at securing the GO bond on the 2014 ballot and developing voter support to pass it
   a. Clearly delineate the process for addressing key constituencies from now till passage of the bond referendum
   b. Identify key constituencies at each step of the process
   c. Establish a timeline associated with this process.
   d. Acquire expertise to assist in addressing key constituencies
   e. Develop and execute a plan for successfully completing this process in a timely manner

B2. Identify and enroll the support of other key individuals, alumni and corporations who can assist with the process

B3. Develop an attendant publicity campaign for the process
   a. Produce appropriate marketing materials for campaign
   b. Engage media to provide support and coverage

METRICS / STATUS

1. A flow chart, with attendant time line, is developed which clearly depicts the various stages and constituencies for achieving passage of the GO bond (Completed)

2. Key individuals and groups are enlisted to assist with the process (Completed)

3. A campaign plan is developed (Completed)

4. The GO bond is placed on the 2014 ballot and passed (Completed Successfully)
GOAL 3: THE QUALITY OF UNDERGRADUATE STUDENTS IN THE COE IS INCREASED FROM RECRUITMENT TO GRADUATION.

STRATEGIES

C1 Increase involvement in pre-engineering programs

C2 Improve the image of the COE
   a. Target and focus a marketing and public relations campaign to recruit high-quality students
      (Done with success during the two bond campaigns.)
   b. Ensure COE websites, brochures, newsletters, announcements and other activities are designed to improve and enhance the perception of COE
      (Ongoing)

C3. Improve the quality of teaching effectiveness
   a. Faculty to attend professional development workshops and short courses on improving teaching effectiveness
   b. Upgrade laboratory infrastructure
      (Ongoing. Renovations to Kirk Hall, Bliss Hall, and construction of the New Engineering Building to be completed in 2019 / 20.)
   c. Implement new and innovative delivery techniques

C4. Increase grant writing for educational programs.

C5. Increase COE undergraduate student participation in living / learning communities
   (Successful. Increased the number of COE LLCs from two buildings to four. All COE freshmen now have access to a LLC)

C6. Improve the COE process to develop student internship and employment opportunities
   (Successful. Hired a full time coordinator for COE internship and employment opportunities as point of contact for companies.)

C7. Offer new and innovative undergraduate minors
   (Ongoing. Entrepreneurship Minor, Environmental Minor, Robotics Minor)

C8. Develop a COE annual report to document progress in quality improvement
   (Not Successful. Only completed twice.)

METRICS / STATUS

1. Average SAT scores of 1220 or higher (math and critical reading combined, as corrected for comparison to SAT-1 scores prior to 2005) are achieved for accepted students.
   (To be determined)

2. Retention of students has increased to 80% (freshman to sophomore).
   (To be determined)

3. Six-year graduation rate of engineering students has increased from 44% to 46
   (To be determined)

4. The number of degrees granted in all programs has increased by 10% over the 2010-2011 three-year average baseline.

5. At least one NSF K-12 program grant is received.
   (LSAMP, URI Foundation)

6. A COE Annual Report is submitted to the University administration.
GOAL 4: RESEARCH PRODUCTIVITY, INTELLECTUAL PROPERTY DEVELOPMENT, AND GRADUATE EDUCATION IN THE COLLEGE ARE INCREASED FROM CURRENT LEVELS.

STRATEGIES

D1. Establish multidisciplinary research centers with academic institutions and industry partners and with the goal of multi-million dollar, multi-year funding

a. Establish two or three multidisciplinary research centers led by COE faculty
   (Successful, EPSCOR, NIUVT)

b. Develop these research centers to be self-sustaining within three years
   (Ongoing)

D2. Recruit established faculty who can make an immediate impact in research productivity in the research focus areas of COE
   (24 Faculty have been hired during this plan. There was a net increase of faculty positions in the college from 60 in 2012 to 74 currently. The majority of the new faculty came directly from Post-Doctorates or Assistant Professor positions.)

D3. Increase proposal success rate by improving the resources of the pre-proposal process.
   a. Increase success rate for multidisciplinary awards of $500K or more
   (Ongoing)

b. Diversify funding sources for proposals
   (NIH has been added, NSF EPSCOR II, NSF EPSCOR, NSF Career, ONR Career, DOD – DARPA, ONR, etc.)

c. Pursue opportunities to increase the participation of minority graduate students
   (Ongoing: The diversity office in the college is headed by an Assistant Director.)

d. Increase administrative support for the pre-proposal process
   (New pre-proposal SRGA has been hired)

D4. Enhance and increase post-award fiscal administrative support for research
   (Ongoing: The Business Manager has been joined by two new hirings – assistant business manager and an SRGA)

D5. Develop and offer a selection of graduate-level EGR courses with appropriate prerequisites that appeal to all departments
   (On-Going: Continues to expand)

METRICS / STATUS

1. At least two multidisciplinary research centers are established within the COE
   (In Progress: EPSCOR, National Institute of Undersea Vehicle Technology with Engineering from URI and UCONN and Electric Boat/General Dynamics to be announced in 2017)

2. Research expenditures reach $10 million per year by 2015
   (Not Successful: During the time period of this strategic plan the research expenditures have ranged from $4 million to nearly $9 million dollars. Data is available)

3. Increase the number of graduate research assistants by 20 percent by 2015
   (Successful: The hiring of 24 faculty (approximately 33% of the college) has resulted in over 40 research assistants being offered in Start-Up packages.)

4. The number of patents awarded per year within COE is increased by 20 percent
   (Successful: Issued patents ranged from 3-7 over the last 4 years with an average of 5 per year. There were 6 issued patents in COE in 2017; COE continues to provide the majority of issued patents for the University)

5. The number of patent applications has increased by 20 percent by 2015
   (Not Successful: Patent Applications ranged from 22-43. There was no obvious trend over the strategic plan; COE continues to provide the majority of patent applications for the University)

6. The three-year running average number of Ph.D. graduates has increased to a minimum of three in each graduate program
   (Successful: This requires an average graduation of 18 Ph.D.s per year (6 different Ph.D. degree programs). This was reached in FY16 when the COE graduated 18 Ph.D.s. For the 4 years of the plan prior to this the average Ph.D.s graduated was 13)
GOAL 5: OPPORTUNITIES FOR STUDENT INTERNATIONAL EXPERIENCES ARE EXPANDED AND DIVERSIFIED.

STRATEGIES

E1. COE participation in the IEP is increased to 30 percent
   (IEP is now 27% of COE)

E2. A tiered approach to internationalizing the COE is utilized to include short-term and long-term opportunities abroad
   a. Short and long term immersion opportunities are offered, covering breaks, J-term, semester and year-long opportunities
      (J-Term is now being used by COE / A&S to provide 3 weeks in IEP countries like Spain, Germany, or China; J-Term is University-wide and is covering many new countries available to all students)
   b. Global opportunities are designed with and without language requirements
      (J-Term opportunities do not require the language)

E3. Programs to attract excellent international undergraduate and graduate applicants are created
   (Dual Degree Programs expand as IEP academic partners increase bringing in international students at the graduate level The work with the University of Science and Technology Beijing and the Bandung Institute of Technology will provide opportunities for international undergraduate and graduate students to come to COE)

E4. Communication within the College of student international opportunities is made more effective
   a. Create additional IEP sections of EGR105 (Ongoing)
   b. Create a COE webpage listing “international opportunities.” (Complete: Done IEP and University-wide)
   c. Engage participating students to conduct informal workshops, seminars, blogs, etc. on experiences and benefits of international education (Complete. IEP, COE LLC)
   d. COE faculty promote international opportunities to classroom students and advisees (Full time IEP advisor has been assigned to University College)

E5. A marketing plan for promoting the COE international experience, including the IEP, is developed and executed (Not done comprehensively)

METRICS / STATUS

1. New international programs of varying duration and language requirement are offered
   (IEP Italian and IEP Japanese and J-Terms)

2. Agreements with new partner universities have been developed, and existing agreements have been expanded
   Germany, IEP Partner Universities (IEP – University of Darmstadt),
   Italy (IEP - University of Calabria),
   Japan (IEP - Waseda University), Chile (Spanish IEP - Pontificia Universidad Católica de Valparaíso)
   Indonesia (IEP - Bandung Institute of Technology with OCE in progress)
   China, IEP - Huazhong University of Science & Technology; IEP - University of Science and Technology Beijing with ECBE in progress
   Israel, Ben-Gurion University, Israel in progress

3. Student workshops, seminars, blogs, etc. are regularly offered
   IEP, IEP LLCs
   COE LLCs

4. The percentage of COE students studying abroad during their University career is increased from 30 percent to 50 percent
   Not reached. However, the percentage of COE students that are in the IEP program has increased from 2012 - 25% to 2017 - 27% while the number of COE students has increased from 1250 in 2012 to 1550 in 2017.

5. Select COE faculty participate in delegations to international partners for developing / expanding partnerships
   Japan, Italy, China, Indonesia

6. Higher levels of incoming engineering freshmen are seeking international opportunities
   IEP has increased steadily over the last 5 years