Marc discussed his thoughts on the plan:

- Talent Development
- Federal funding opportunities
- Partnerships with other universities and states
- Organizational health
- Students and community (athletics)

Some questions to consider:

- What kind of University do we want to be?
- An R1 institution? How do we amplify the impact of our research?
- Do we get granular in the plan regarding areas of research?
- How do we grow our pie?

The plan should:

- Serve as a guide for prioritizing our daily operations
- Help us determine what our competitive advantages are
- Allow us to leverage what we already have
- Let everyone be heard and get buy in
- Have layers, places where everyone in the community sees themselves
- Bring the community along

Discussion:

- If we have one purpose/vision will people feel left out and if so how do we address that?
  - If these are the goals/purpose of the plan, we should then ask how do you see yourself in these themes? Reframe thinking
- How do we prioritize creating a valued environment, boost morale, etc?
- How do we respect people where they are and the conditions they are in? Are we already asking people to think outside the box? Are we asking them to do too much?
- Need to include international competitiveness
- Careful around saying specifically R1/R2 because specific metrics around R1 may be unattainable
- Build interdisciplinary capacity
- How do we translate goals to external priorities?
- How does advancement and philanthropy play into this?
Decided on four themes and assigned subcommittees

- **A vibrant and valued work and learning environment**
  - caring, kind, respectful, supportive
  - campus climate survey issues
  - mental health and wellness
  - institutional capacity (infrastructure, processes, systems) that support work and learning
  - lifelong learning emphases/professional supportive

- **Scholarship Prominence in the World**
  - Internationally competitive
  - Impactful – responsive to state, world, societal issues
  - Global prominence
  - Interdisciplinary capacity
  - State’s flagship research institution
  - Embedding strategies that will reflect an R1 designation
  - Distinct competitive advantage for URI – Impact Areas (areas of current and emerging strengths)

- **Developing students through exceptional teaching and experiences**
  - Cultivating student agency and leadership development
  - Learner-centered
  - Programs that respond to societal/workforce needs
  - Inclusive socially just education; JEDI
  - Active and engaged learning - Interdisciplinary, entrepreneurial, research involvement
  - Exceptional athletics
  - Co-curricular experiences that support student learning and development

- **Societal Engagement and Impact**
  - External community impacts
  - Recognized as leader to solve problem in RI and beyond
  - Economic impacts
  - Workforce development
  - Incubator stimulus

Next steps: Subcommittee work, determine community forums