

UNIVERSITY OF RHODE ISLAND
COLLEGE OF BUSINESS
STRATEGIC PLAN

2023 - 2033



VISION, MISSION & URI'S FOUNDATIONAL VALUES

VISION

The College of Business at the University of Rhode Island aspires to be among the top flagship public colleges in the nation by fostering a community of diverse and innovative business leaders and scholars who will be life-long learners impacting Rhode Island and the world.

MISSION

The College of Business creates and disseminates knowledge to guide current and future business leaders and scholars who will be life-long learners, impacting Rhode Island, the region, and the world. We prepare our students to be effective communicators and critical thinkers who can perform independently or as members of a team to solve business and societal problems. We engage with local and global communities to enhance value for all of our stakeholders. We inspire our graduates to be globally informed, innovative, ethical, and socially-conscious life-long learners.

URI'S FOUNDATIONAL VALUES

- Freedom to learn, teach, create, and conduct research with integrity in the pursuit and dissemination of new knowledge aimed at contributing to the public good.
- An inclusive, accessible, equitable and diverse community whereby we respect the rights and dignity of all.
- Intellectual curiosity, lifelong learning, leadership, and scholarship in creating a thriving URI community in service to Rhode Island and the world.
- Sustainability and care of our environment conducive to the physical and mental health of our community.
- Self- and institutional reflection of our values in our work, scholarship and interactions, holding ourselves, each other, and the institution accountable to uphold them to a high standard.

Please note the next sections follow the order in the University Strategic Plan. They are not in order of priority or importance.

URI STRATEGIC PRIORITY 1: BROADEN OUR IMPACT THROUGH A REINVIGORATED COMMITMENT TO OUR LAND- AND SEA-GRANT MISSIONS AND THE STATE OF RI

COB Goal 1.1: Strengthen linkages between external stakeholders and the COB.

COB Action 1.1.1: Support URI’s position as a vital partner and dynamic leader in societal change.

COB Action 1.1.2: Foster meaningful engagement with COB alumni, parents, and friends of URI.

COB Action 1.1.3: Recruit faculty that support the university’s efforts to evolve into a world-class hub for innovation, entrepreneurship, and public-private partnerships.

COB Action 1.1.4: Develop opportunities for COB students to engage in global exploration and activities that provide valuable real-world experience.

COB Action 1.1.5: Increase awareness of employers’ DEI initiatives and foster interaction with employers to further increase career opportunities for COB graduates.

COB Goal 1.2: Support COB faculty excellence in research and related scholarly activities

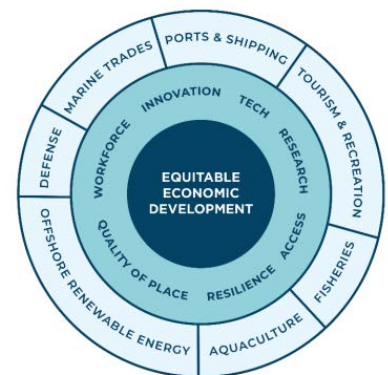
COB Action 1.2.1: Partner with other Colleges on their strategic, revenue-generating research and education partnerships.

COB Action 1.2.2: Reward and celebrate research excellence, public scholarship, innovation, and leadership.

COB Action 1.2.3: Recruit and support faculty who make an impact through research.

COB Action 1.2.4: Invest in impactful research and leadership activities that strengthen URI’s position as a global leader in the Blue Economy ^a.

^a *The way Blue Economy is defined at the University of Rhode Island has equity and sustainability at its core. The RI Blue Economy Technology Cluster defines it as centered on equitable economic development and environmental sustainability through advanced technologies and renewable energy. The seven industries that make up the RI BETC’s definition of the Blue Economy (ports and shipping, defense, marine trades, ocean-based renewables, aquaculture, fisheries, and tourism and recreation) are interconnected, and together, the RI BETC can expand economic opportunities that are aligned with climate adaptation efforts, leading to growth in the sector that will be resilient and responsive to the effects of climate change.*



URI STRATEGIC PRIORITY 2: ENHANCE STUDENT ACHIEVEMENT BY CULTIVATING AN ENGAGED AND INCLUSIVE LEARNING ENVIRONMENT

COB Goal 2.1: Increase student access to an outstanding business education.

COB Action 2.1.1: Facilitate, reward, and celebrate teaching excellence and teaching innovations.

COB Action 2.1.2: Encourage instructors and staff to participate in mental health and wellness training modules, workshops, and counseling services.

COB Action 2.1.3: Maintain or increase student performance standards.

COB Action 2.1.4: Enhance faculty and staff's technology skills, including skills that enhance student achievement of learning outcomes and improve the learning experience.

COB Action 2.1.5: Ensure students develop the skills to address global business challenges, pursue sustainable development, and prepare for the future of work.

COB Action 2.1.6: Increase scholarships and support for students, including first-generation students and students from traditionally underrepresented identities.

COB Goal 2.2: Increase career opportunities for COB graduates.

COB Action 2.2.1: Ensure global and experiential learning opportunities and career advising meet COB student interests, career trends, and market demands.

COB Action 2.2.2: Develop new and expand existing experiential learning opportunities and evidence-based co-curricular programming.

COB Action 2.2.3: Strengthen COB faculty relationships with industry, government, and non-profit partners.

COB Action 2.2.4: Develop or revise courses and programs that strengthen skills that positively differentiate students in the labor market.

COB Action 2.2.5: Create a welcoming environment for students from diverse backgrounds and employers that wish to recruit them.

COB Goal 2.3: Increase COB graduate student enrollment and degree completion.

COB Action 2.3.1: Continuously review existing graduate courses and develop new graduate courses/programs when appropriate in response to labor market trends, student interests, and needs.

COB Action 2.3.2: Improve the quality and reputation of existing professional master's degree and doctoral degree programs.

COB Action 2.3.3: Increase quality, size, and diversity of COB Ph.D. and DBA student populations through financial and research support.

COB Action 2.3.4: Network and publish with PhD students to improve their placements.

COB Goal 2.4: Create a diverse learning community in the COB.

COB Action 2.4.1: Develop programs to recruit students from underrepresented groups.

COB Action 2.4.2: Develop strategies and programs that cultivate a sense of belonging and ensure student success, retention, and timely degree completion.

COB Action 2.4.3: Create an active community that engages in open discourse and enhanced understanding about what it means to be a diverse and socially just community.

COB Action 2.4.4: Increase opportunities for students, faculty, and staff to gain insights into the values of others, respect for alternative points of view, empathy, and emotional intelligence.

COB Goal 2.5: Promote transparency, accountability, and clear processes for continuous improvement.

COB Action 2.5.1: Develop mature Assurance of Learning (AoL) processes.

COB Action 2.5.2: Link the COB's strategy to specific, clearly communicated tactics and measures.

COB Action 2.5.3: Utilize COB's strategic plan to allocate resources and provide transparency to the COB community.

URI STRATEGIC PRIORITY 3: FOSTER AN INCLUSIVE, PEOPLE-CENTERED CULTURE

COB Goal 3.1: Support the cultivation of a sense of community across the university by ensuring COB students, faculty, and staff feel included and that their work is valued.

COB Action 3.1.1: Grow professional development and learning opportunities for COB faculty and staff.

COB Action 3.1.2: Implement professional development programming focused on anti-Black racism and racism overall.

COB Action 3.1.3: Ensure a diversity-infused curriculum, which include study and intersections of race, gender, ethnicity, nation and nationhood, class, disability, sexuality, religion, as well as power, privilege, and discrimination.

COB Action 3.1.4: Value evidence-based faculty contributions to anti-racism and diversity, equity, inclusion, and accessibility.

COB Goal 3.2: Attract, recognize, and retain outstanding COB faculty and staff.

COB Action 3.2.1: Articulate and expand opportunities for faculty and staff career progression.

COB Action 3.2.2: Foster a culture of excellence that provides development opportunities for teaching and research.

COB Action 3.2.3: Recognize achievement and reward outstanding performance and teaching and research excellence.

**URI STRATEGIC PRIORITY 4: IMPLEMENT LEADING-
EDGE ADMINISTRATIVE AND FINANCIAL SYSTEMS
AND PRACTICES TO POWER THE UNIVERSITY OF THE
FUTURE**

COB Goal 4.1: Provide and maintain facilities and support services that enhance and support learning, research, community, and community engagement.

COB Action 4.1.1: Improve learning, research, and collaboration spaces in Ballentine Hall, Quinn Hall, Hart House, on the Providence campus, and in the Learning Commons and/or shared Innovation spaces.

COB Action 4.1.2: Continue to cultivate revenue sources, including research partnerships, degree programs, philanthropic opportunities, and expanded online courses.

COB Action 4.1.3: Facilitate a culture of service excellence.

COB Action 4.1.4: Maintain and upgrade technology.