Strategic Plan
2018-2023

THE UNIVERSITY OF RHODE ISLAND
COLLEGE OF ENGINEERING
Mission Statement
Through innovative education and high impact research, the College of Engineering prepares its graduates with exceptional capabilities to create knowledge and to engineer practicable solutions for Rhode Island, the nation, and the world.

Vision Statement
The College of Engineering will be recognized as a leading institution with a global reach for distinctive research and education, and a first choice for students and faculty with a passion for engineering.
Goals & Strategies

Goal A:  New Facilities for Ocean Engineering at the Bay Campus

Strategy A1.  Obtain funding to support campaign
Strategy A2.  Assure plan is included on ballot for bond funding
Strategy A3.  Develop and implement campaign plan to gain voter approval
Strategy A4.  Finalize plan for new OE facilities

Goal B:  Expanded Research Opportunities

Strategy B1.  Incentivize faculty to attract more funding for interdisciplinary research
Strategy B2.  Expand graduate student enrollment
Strategy B3.  Expand post-doctoral positions in the College of Engineering
Strategy B4.  Seek funded opportunities to collaborate with industry
Strategy B5.  Strengthen the identity of the COE

Goal C:  An Enhanced Undergraduate Educational Experience

Strategy C1.  Introduce new teaching pedagogies to enhance core curriculum
Strategy C2.  Improve outreach and recruitment to achieve better selectivity and diversity
Strategy C3.  Enhance professional development for undergraduates

Goal D:  Better Recognition of the New College of Engineering

Strategy D1.  Strengthen the identity of the COE
Goal A: New Facilities for Ocean Engineering at the Bay Campus
New Facilities for Ocean Engineering at the Bay Campus (Goal A)

**Strategy A1. Obtain funding to support campaign**

**Action Item A1.1** Develop a campaign plan and obtain funding

**Metric:** A plan is developed and funding is raised ($300,000)

**Target date:** January 2019

**Responsible individual(s):** Dean, Development Officer, Department

**Action Item A1.2** Secure funding from University, industry, alumni, friends of the COE

**Metric:** Working with the URI Foundation and the BEC, implement the campaign to raise $5 to $10 million dollars for the bond match, new equipment and startup funds for the new ocean engineering facility.

**Target date:** $2 million dollars by September 2019 with an additional $3 million dollars by October 2020.

**Responsible individual(s):** Dean, Development Officer, Department

**Strategy A2. Assure plan is included on ballot for bond funding**

**Action Item A2.1** Work with university officials, industry, government and alumni to assure the ocean engineering facility is included on the 2020 bond.

**Metric 1:** A study is completed detailing the economic impact of the new OE facility.

**Metric 2:** Industry and alumni provide supporting statements supporting to university officials.

**Target Date:** August 2019

**Metric 3:** Letters of support from Industry are delivered to key university and government officials.

**Target Date:** January 2020
Metric 4: Provide testimony at the House and Senate finance committee meetings.

Target date: March 2020

Responsible individual(s): Dean, President

Strategy A3. Develop and implement campaign plan to gain voter approval

Action Item A3.1

Metric: Along with the URI Communications and Marketing operations implement the campaign plan to gain voter approval.

Target date: September 2020

Responsible individual(s): Dean, COE Director of Marketing, URI Director of Communications and Marketing

Strategy A4. Finalize plan for new OE facilities

Action Item A4.1

Metric: The resources of the 2018 Bond are used to develop design drawings for the new OE facility.

Target date: January 2021

Responsible individual(s): Dean, Architect, Department
Goal B: Expanded Research Opportunities
Goal B. Expanded Research Opportunities

Strategy B1. Incentivize faculty to attract more funding for interdisciplinary research

**Action Item B1.1** Provide resources to attract talented young faculty in emerging research areas or strengthen existing research areas

**Metric:** Two new faculty hired per year

**Target date:** May 2019, 2020, 2021, 2022, 2023

**Responsible individual(s)** Dean, Development Officer

**Action Item B1.2** Add an Associate Dean for Research and an Associate Dean for Academics to COE staff

**Metric 1:** Associate Dean for Research is appointed

**Metric 2:** Associate Dean for Academics is appointed

**Target date:** Metric 1 & 2 — February 2019

**Responsible individual(s)** Dean

**Action Item B1.3** Identify opportunities for new interdisciplinary research and attract center-scale research awards

**Metric 1:** Three new interdisciplinary research centers are established.

**Metric 2:** Research funds are increased by at least 10% each year.

**Target date:** May 2020, May 2021, May 2022

**Responsible individual(s)** Associate Dean for Research
**Action Item B1.4**  Support the purchase and maintenance of research equipment with funds and staff

**Metric 1:** An equipment / maintenance fund is established and funded.

**Metric 2:** Core laboratory managers are hired.

**Target date:** Metric 1 – September 2019; Metric 2 – May 2019, September 2020, September 2021

**Responsible individual(s)** Dean, Associate Dean for Research, Development Officer

**Action Item B1.5**  Add a pre-award SRGA, grant writers and a research / fellowship coordinator to COE staff

**Metric:** SRGA, grant writers and coordinator are added to staff

**Target date:** September 2019

**Responsible individual(s)** Dean

**Action Item B1.6**  Upgrade and expand the distribution of materials covering COE research activity

**Metric:** An improved COE research publication is distributed within and beyond the University.

**Target date:** Twice per year, each year.

**Responsible individual(s)** Associate Dean for Research

**Action Item B1.7**  Consider renaming and restructuring the College into the College of Engineering and Applied Science

**Metric 1:** A study group is formed and charged with developing a rationale and recommendation.

**Metric 2:** Study group report is delivered to the Dean.

**Target Date:** Metric 1. September 2018; Metric 2. October 2019

**Responsible individual(s)** Dean, Associate Dean for Research
Strategy B2. Expand graduate student enrollment

**Action Item B2.1**  Increase endowment for PhD graduate student scholarships with the goal of supporting a select group of first year graduate students for one semester

Metric: A select group of first year PhD graduate students is supported for one semester

Target date: September 2023

Responsible individual(s)  Dean, Associate Dean for Research, Development Officer

**Action Item B2.2**  Initiate international MOUs for direct recruitment of fully-funded Masters degree students from other countries (include expansion of IEP dual degree program)

Metric: Add two MOUs per year

Target date: September of each year

Responsible individual(s)  Associate Dean for Academics, IEP Executive Director

**Action Item B2.3**  Consider offering advanced courses at the Providence Campus and expanding the Westerly (Electric Boat) program

Metric: Department recommendations are submitted to the Dean

Target date: May, 2019

Responsible individual(s)  Associate Dean for Academics

**Action Item B2.4**  Consider creating a non-thesis, professional Master of Science degree

Metric: The feasibility of a non-thesis, professional Master of Science degree is evaluated by the Graduate Curricular Affairs Committee

Target date: May, 2019

Responsible individual(s)  Associate Dean for Academics

**Action Item B2.5**  Consider increasing the number of EGR Courses at the 500 and 600 level

Metric: Add one EGR graduate course every two years

Target date: May, 2019

Responsible individual(s)  Associate Dean for Academics

COE Graduate Curriculum Committee
Strategy B3.  Expand post-doctoral positions in the College of Engineering

Action Item B3.1  Create an endowment for post-doctoral positions with the goal of supporting a select group of first-year post-doctoral positions for one semester

Metric:  A select group of first year post-doctoral positions is supported for one semester

Target date:  September 2020

Responsible individual:  Associate Dean for Research, Development Officer

Strategy B4.  Seek funded opportunities to collaborate with industry

Action Item B4.1  Use the benefits of the new facility to attract industry research partners

Metric:  One new industry partner is working with COE researchers each year

Target date:  October of each year

Responsible individual:  Associate Dean for Research, Industrial Advisory Councils, Business Engagement Center

Strategy B5.  Strengthen the identity of the COE (same as Strategy D1)

Action Item B5.1  Increase the COE marketing staff

Metric:  A new marketing person is hired

Target date:  September 2019

Responsible individual:  Dean
Action Item B5.2  Identify key target audiences for broadening the identity of COE (same as Action Item D1.1)

Metric:  A distribution list of key target audiences is delivered to Dean

Target date:  November 2018

Responsible individual:  Dean, Associate Dean for Research

Action Item B5.3  Upgrade marketing materials, with focus on exclusive research identifiers for key targeted audiences (same as Action Item D1.2)

Metric 1:  Marketing materials are tailored for one-on-one meetings with key companies

Metric 2:  Marketing materials are targeted for audiences that publish rankings

Metric 3:  Marketing materials are targeted for prospective graduate students

Target date:  February 2019

Responsible individual:  Dean, COE marketing specialist

Action Item B5.4  Introduce a presence of Ocean Engineering into the new facility (same as Action Item D1.3)

Metric:  Space is dedicated and an interactive OE display is implemented

Target date:  September 2019

Responsible individual:  Dean, OE Department Chair
Goal C: An Enhanced Undergraduate Educational Experience
Goal C. An Enhanced Undergraduate Educational Experience

Strategy C1. Introduce new teaching pedagogies to enhance core curriculum

**Action Item C1.1** Solicit from departments areas of interest for new pedagogies, along with requests for needed resources

**Metric:** Report from each department chair to Dean.

**Target date:** September of each year.

**Responsible individual(s)**

Dean, department chairs

**Action Item C1.2** Support a select group of departments in their initiatives for new pedagogies

**Metric:** Department chair receipt of resources from Dean.

**Target date:** December of each year.

**Responsible individual(s)**

Dean

**Action Item C1.3** Prepare an annual department self-evaluation report on the implementation of new and innovative teaching pedagogies

**Metric:** Annual self-evaluation report submitted to Dean.

**Target date:** May of each year

**Responsible individual(s)**

Dean, department chairs

**Action Item C1.4** Initiate an annual interdepartmental workshop on new pedagogies conducted by the COE Curriculum Affairs Committee

**Metric:** Minutes of workshop are distributed to all faculty through Dean’s office.

**Target date:** May of each year

**Responsible individual(s)**

Assistant Dean of Student Affairs, Undergraduate Curriculum Affairs Committee
<table>
<thead>
<tr>
<th>Action Item C1.5</th>
<th>Improve student experience by encouraging faculty to develop project-related, hands-on courses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Metric:</strong></td>
<td>TAs are added or redistributed to allow for two such courses to be developed each year.</td>
</tr>
<tr>
<td><strong>Target date:</strong></td>
<td>September of each year.</td>
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<tr>
<td><strong>Responsible individual(s)</strong></td>
<td>Assistant Dean for Student Affairs</td>
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<tr>
<th>Strategy C2.</th>
<th>Improve outreach and recruitment to achieve better selectivity and diversity</th>
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<tr>
<th>Action Item C2.1</th>
<th>Track CCRI transfer students and develop a proactive plan to leverage free tuition program at CCRI to improve COE selectivity, diversity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Metric:</strong></td>
<td>Report submitted to Dean.</td>
</tr>
<tr>
<td><strong>Target date:</strong></td>
<td>October 2023</td>
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<tr>
<td><strong>Responsible individual(s)</strong></td>
<td>Assistant Dean of Student Affairs</td>
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<thead>
<tr>
<th>Action Item C2.2</th>
<th>Evaluate, track and develop a proactive plan to leverage the CCRI / URI dual enrollment program to improve COE selectivity, diversity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Metric:</strong></td>
<td>Number of students transferring from CCRI to COE is increased by 30%.</td>
</tr>
<tr>
<td><strong>Target date:</strong></td>
<td>October 2023</td>
</tr>
<tr>
<td><strong>Responsible individual(s)</strong></td>
<td>Assistant Dean of Student Affairs</td>
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<tr>
<th>Action Item C2.3</th>
<th>Increase scholarship aid for students</th>
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<tbody>
<tr>
<td><strong>Metric:</strong></td>
<td>15% increase in the number of students receiving scholarships each year.</td>
</tr>
<tr>
<td><strong>Target date:</strong></td>
<td>September of each year.</td>
</tr>
<tr>
<td><strong>Responsible individual(s)</strong></td>
<td>Development Officer</td>
</tr>
</tbody>
</table>
Action Item C2.4  Consider increasing the GPA threshold for acceptance into COE

Metric: A report on the impact of a 2.5 GPA threshold for prior year classes is submitted to Dean.

Target date: September 2019

Responsible individual(s): Assistant Dean for Student Affairs

Action Item C2.5  Introduce outreach and program coordinator functions into COE staff

Metric: Outreach and program coordinator functions are brought into COE.

Target date: September 2022

Responsible individual(s): Associate Dean for Academics, COE Marketing Specialist

Action Item C2.6  Add recognition incentive to outreach efforts

Metric: Provide space for outreach activities and publicity coverage for these activities.

Target date: June 2020

Responsible individual(s): Associate Dean for Academics, COE Marketing Specialist

Action Item C2.7  Coordinate and support the invitation of high school groups to activities at new building

Metric: Ten high school group activities during first year.

Target date: August 2020

Responsible individual(s): Diversity Director (?), Outreach Coordinator

Strategy C3. Enhance professional development for undergraduates

Action Item C3.1  Introduce networking opportunities between undergraduates and alumni / industry partners in the new facility

Metric: Eight events per year

Target date: May 2020, and beyond

Responsible individual(s): Internship and LLC Coordinator, Associate Dean for Academics
**Action Item C3.2**  Build on the current concept of the Research Fair for undergraduates

**Metric:** Two per year with at least 10 faculty involved

**Target date:** May 2020

**Responsible individual(s)**
- Internship and LLC Coordinator,
- Associate Dean for Academics

**Action Item C3.3**  Introduce a mentoring program for undergraduates, exploring mentoring options

**Metric:** Pilot mentoring program introduced.

**Target date:** May 2020

**Responsible individual(s)**
- Academic Affairs Coordinator

**Action Item C3.4**  Explore the feasibility of an internship-for-credit option

**Metric:** A report on the feasibility of an internship-for-credit option is submitted to the Dean.

**Target date:** May 2019

**Responsible individual(s)**
- Academic Affairs Coordinator
Goal D: Better Recognition of the New College of Engineering
Goal D. Better Recognition of the New College of Engineering

**Strategy D1.** Strengthen the identity of the COE (same as Strategy B5)

**Action Item D1.1** Increase the COE marketing staff (same as Action Item B5.1)

**Metric:** A new marketing person is hired.

**Target date:** September 2019

**Responsible individual(s)**
- Dean

**Action Item D1.2** Identify key target audiences for broadening the identity of COE (same as Action Item B5.2)

**Metric:** A distribution list of key target audiences is delivered to Dean.

**Target date:** November 2019

**Responsible individual(s)**
- Dean, Associate Dean for Research

**Action Item D1.3** Upgrade marketing materials, with focus on exclusive research identifiers for key targeted audiences (same as Action Item B5.3)

**Metric 1:** Marketing materials are tailored for one-on-one meetings with key companies.

**Metric 2:** Marketing materials are targeted for audiences that publish rankings.

**Metric 3:** Marketing materials are targeted for prospective graduate students.

**Target date:** February 2019

**Responsible individual(s)**
- Dean, COE Marketing Specialist
**Action Item D1.4**  Introduce a presence of Ocean Engineering into the new facility (same as Action Item B5.4)

**Metric:**  Space is dedicated and an interactive OE display is implemented.

**Target date:**  September 2019

**Responsible individual(s)**  Dean, OE Department Chair

**Action Item D1.5**  Develop and implement plan to improve the ranking(s) of the COE (Ray will flesh out this action item)

**Metric 1:**  COE undergraduate program is ranked within the top 100.

**Metric 2:**  COE graduate programs are ranked within the top 100.

**Target date:**  May 2020; May 2022

**Responsible individual(s)**  Dean