

An aerial photograph of a large white wind turbine standing in the middle of a vast blue ocean. The sky is filled with soft, white clouds. The turbine's three blades are visible, with one blade extending towards the top right of the frame. The water is a deep, clear blue, and a small landmass is visible in the distance on the right side.

FOCUSED ON IMPACT

A Strategic Action Plan
2023–2028

THE
UNIVERSITY
OF RHODE ISLAND
COLLEGE OF
ENGINEERING



CONTENTS

Priority 1: Broaden Our Impact.....	2
Priority 2: Enhance Student Achievement and Foster a Diverse Learning Environment.....	4
Priority 3: Operate Effectively.....	7
Acknowledgment.....	8

FROM THE DEAN

Dear URI Engineering Community:

As dean of the College of Engineering, I am proud to present the URI College of Engineering Strategic Action Plan, entitled **Focused on Impact**, which provides a blueprint for our community and stakeholders to work together to fulfill our critical mission of providing access to high-quality education, performing world-class research to solve the most important challenges facing our society and to transform the Rhode Island economy through workforce development and job creation. Guided by our heritage as a public, land- and sea-grant university, **Focused on Impact** was developed collaboratively by engaging our community of students, staff, faculty, alumni, and advisory council members along with regional industry, government, and K-12 educational partners. The document presented herein represents the collective work of over 200 community members and stakeholders who gathered together over multiple semesters via a series of in-person and virtual meetings led by Associate Dean Mayrai Gindy. And our work is only just beginning. **Focused on Impact** not only provides the blueprint for success, but it also includes a detailed set of actions with measurable outcomes and key performance indicators by which we will continue to assess our progress toward meeting our goals. The detailed strategic action plan is available online at: uri.edu/engineering. We welcome your feedback. Thank you, and Go Rhody!



Anthony J. Marchese
Dean of Engineering
Vincent and Estelle Murphy Professor of Engineering

VISION

The College of Engineering (COE) at URI will be internationally renowned as a leading research institution and trusted partner, recognized for transforming lives through impactful education, research, innovation, and public service.

MISSION

As the engineering college at the public flagship research university for the state of Rhode Island, and guided by our heritage as a land- and sea-grant university, our mission is to educate, generate new knowledge, and serve society through the following core principles:

- Provide access to quality education to a diverse population reflective of our region and society.
- Cultivate success for all students with the will and desire to obtain an engineering degree.
- Perform world-class research to solve regional, national, and global challenges.
- Prepare the Rhode Island workforce to compete in the technology economy of the future.
- Create jobs through commercialization of intellectual property.

PRIORITY 1: BROADEN OUR IMPACT

Sponsored research and strategic partnerships that propel innovation, impact, and reputation

GOAL 1:

Elevate our research enterprise and emphasize dissemination in high-impact venues

Strategy 1: Increase support to faculty to enable them to develop and maintain sustainable and impactful research programs

Strategy 2: Increase the number of large awards and funding sources in the blue economy and other areas of key strengths

Strategy 3: Position COE as a strategic and trusted partner to local, state, and federal agencies

Strategy 4: Expand strategic partnerships with international educational and research institutions

Strategy 5: Emphasize dissemination in high-impact venues

GOAL 2:

Evolve into a world-class hub for innovation, entrepreneurship, and public-private partnerships

Strategy 1: Seek active partnerships with industry, alumni, and other research partners

Strategy 2: Emphasize the transformation of intellectual property into commercial enterprises

Strategy 3: Increase the use of research core facilities

GOAL 3:

Increase our visibility and improve our reputation

Strategy 1: Improve communications, digital impact, and marketing

Strategy 2: Increase faculty, staff, and student visibility and recognition

Strategy 3: Increase the number of high-profile visitors from academia, industry, government, and nongovernmental organizations



Coming from a small island in Cape Verde, Jacira Soares, a graduate student in the Water for the World lab, wants to help rural communities have access to clean drinking water.

PRIORITY 2: **ENHANCE STUDENT ACHIEVEMENT AND FOSTER A DIVERSE LEARNING ENVIRONMENT**

Robust student enrollment, engagement, and success in quality programs that meet market demands and student needs

GOAL 1:

Articulate a focused outreach and recruitment strategy that ensures a diverse learning environment

Strategy 1: Strengthen meaningful engagements with K-12

Strategy 2: Collaborate with R.I. high schools to establish academic pathways into COE

Strategy 3: Enhance partnerships with local and neighboring community colleges to establish a seamless transfer into the COE

Strategy 4: Promote, advise, and support Exploring Engineering (currently wanting engineering) option

GOAL 2:

Invigorate the learning environment to reflect active, high-impact learning practices

Strategy 1: Strengthen active learning and interdisciplinary opportunities that are well integrated into the curriculum

Strategy 2: Redesign the first-year student experience to improve student engagement and retention

Strategy 3: Expand the capstone design experience to integrate research- and industry-sponsored interdisciplinary projects

Strategy 4: Increase undergraduate student participation in research, international, service, and experiential learning

Strategy 5: Reinvigorate student organization activities and competitions

Strategy 6: Align activities and initiatives across the college to compound impact

GOAL 3:

Ensure academic success and support the personal well-being of all students

Strategy 1: Improve student readiness and performance in mathematics and other foundational courses

Strategy 2: Expand offerings of courses students find most challenging across all academic terms and modalities to ensure timely degree completion

Strategy 3: Design a contemporary one-stop-shop student success center to ensure academic success and support the personal well-being of all students

GOAL 4:

Increase graduate student enrollment and degree completion

Strategy 1: Improve recruitment of graduate students

Strategy 2: Design pathways for nonengineers to pursue a graduate engineering degree

Strategy 3: Increase the number of working professionals enrolled in graduate programs

Strategy 4: Explore the development of joint programs with local and regional universities

Strategy 5: Redesign the Ph.D. program to allow opportunities for more scholarship, collaboration, and unique interdisciplinary experiences

Strategy 6: Increase the number of IEP dual Master's students pursuing a Ph.D.

Strategy 7: Ensure graduate student academic success, engagement, and sense of belonging



Students gather to learn about an underwater positioning system that uses acoustic sensors at the College of Engineering Capstone Design Showcase.

PRIORITY 3: OPERATE EFFECTIVELY

Become a people-centered, high-performing, service-oriented and appropriately resourced enterprise

GOAL 1:

Cultivate community

Strategy 1: Make college-wide gatherings more meaningful and engaging

Strategy 2: Establish a culture of service to our community

Strategy 3: Attract, recognize, and retain outstanding staff

GOAL 2:

Improve efficiency of administrative processes and foster a commitment to service excellence

Strategy 1: Optimize usage of space to increase opportunities for collaboration and engagement

Strategy 2: Reenvision staff organizational structure to achieve operational excellence

Strategy 3: Establish and communicate clear standards of operating procedures that are easily accessible and understood

GOAL 3:

Develop financial model with diverse funding sources to empower and incentivize faculty and staff to achieve our mission

Strategy 1: Increase philanthropic support for strategic initiatives for the college

Strategy 2: Empower departments with budgetary responsibility and control

ACKNOWLEDGEMENT

In the development of the College of Engineering Strategic Action Plan, Focused on Impact, we are profoundly grateful to members of the Steering Committee whose leadership and expertise guided this initiative to successful completion. The comprehensive planning process included six in-person forums, three virtual focus group discussions, two online feedback forms, and generated over 90 pages of comments. This plan is the result of input from a diverse group of faculty, staff, students, and other strategic partners representing the K-12 schools, Talent Development, Office of Admission, advisory council, student success, advisory council, government agencies, and industry. The dedication of all who participated to the success of the College of Engineering is evident in the depth and richness of the feedback provided.

STEERING COMMITTEE:

Chair: Mayrai Gindy, associate dean for academic and faculty affairs and professor of civil and environmental engineering | **Members:** Kaushallya (Kay) Adhikari, assistant professor of electrical, computer, and biomedical engineering; Logan Beattie, civil and environmental engineering undergraduate student; Sigrid Berka, executive director of the International Engineering Program; Vinka Craver, associate dean for research and professor of civil and environmental engineering; Paul Croce, College of Engineering Advisory Board member (FM Global); Maria Fan, fiscal clerk in mechanical, industrial and systems engineering; Ashutosh (Ash) Giri, assistant professor of mechanical, industrial and systems engineering; Anthony Marchese, dean of the College of Engineering; Samantha Neary, assistant dean for student affairs; Phil Parisi, ocean engineering graduate student; Michael Platek, materials engineer in electrical, computer, and biomedical engineering; Nassim Rahmani, teaching professor of civil and environmental engineering /mechanical, industrial and systems engineering; Vittorio (Victor) Ricci, College of Engineering Advisory Board member (NUWC); Daniel Roxbury, associate professor of chemical engineering; George Tsiatas, professor of civil and environmental engineering; Lora Van Uffelen, assistant professor of ocean engineering; and Chuck Watson, assistant dean for diversity, equity, and inclusion. (Position titles listed are of those held during the committee's work.)



THE
UNIVERSITY
OF RHODE ISLAND
COLLEGE OF
ENGINEERING

uri.edu/engineering

URI is an equal opportunity employer committed to the principles of affirmative action.

05/2024, 200/COE01

Photos: Ayla Fox, Steere Media, Nora Lewis, Catherine Scott, Andrew Bobola