“Our nation, our planet, faces challenges today that are as serious as any ever faced by previous generations: climate change, terrorism, the escalating global tensions between development and sustainability, the degradation of oceans, the rise of diseases resistant to the very tools that we once thought would lead to their eradication, poverty, hunger, and the potentially unmanageable intricacies of a global economy in which the bursting of a housing bubble in the United States would be felt from Beijing to Moscow to Dubai. The 21st century university must be global in its orientation and international with regard to its education, research, service, and partnerships.”

—David M. Dooley
President, Inaugural Address, April 8, 2010
At his 2010 inauguration as the University of Rhode Island’s 11th president, David M. Dooley shared his broad perspective on the future direction of the University and what would be needed to succeed and thrive in the 21st century: “Given the magnitude and severity of the challenges before us, and the rate of change that is already characteristic of the 21st century, a successful university must place research, scholarship, and creative work at the heart of the student experience, regardless of discipline, and build curricula that foster the inclusion of students in a community of discovery.”

Set against that reality, in the months that followed, the University community came together and embraced the opportunity to work toward setting a vision for URI. Other partners, including state, government, and corporate leaders, also contributed, and what emerged was a strategy that was intended to dramatically increase the impact and prominence of the state’s flagship research University. The creation of the President’s Transformational Goals for the 21st Century would position URI to make significant contributions to solving some of society’s most vexing challenges, and to help create a more vibrant and sustainable Rhode Island economy.

Considering the magnitude of the global challenges of the new century, the University set on a course to focus and capitalize on its unique strengths, an approach that guided investments throughout the decade. Predicting a future in Rhode Island where people would recognize the benefits of the University’s bold new agenda, Dooley said, “People will say … only in Rhode Island did their collective, coordinated efforts provide excellent, continuously innovative education, stimulate broad-based research advances that catalyzed the development of a new, sustainable, knowledge-based economy, and provide leadership in solving the grand challenges of the 21st century.”

Acknowledging the common higher education challenges of access, affordability, and quality, the University set forth toward achieving these goals with a plan to transform its undergraduate curriculum; identify and fund key areas for growth, and invest heavily in additional tenure-track faculty in those critical areas; and increase financial aid to unprecedented levels—strategies that have resulted in increased retention and graduation rates, and more students prepared for a rapidly changing world.

And the University did all this while becoming a national leader in sustainability. Named a Green College by the Princeton Review for the 10th year in a row, URI developed a large-scale solar project with local towns and private partners, strengthened its commitment to public transportation, reduced its greenhouse gas emissions through major infrastructure improvements, and inspired the community through conservation-related teaching, research, and campus initiatives. URI is committed to contributing to solving the climate change crisis in the years ahead.

The Transformational Goals for the 21st Century, as outlined in 2010, included four key goals with the potential to greatly accelerate the pace of the University’s transformational journey. A decade later, the University can report significant progress toward achieving these objectives, which have transformed our approaches to teaching and research and helped to better prepare students for the new challenges ahead, and, in so doing, contributed to helping our state, our nation, and our world to thrive.
TRANSFORMATIONAL GOALS FOR THE 21ST CENTURY:

GOAL 1 | Create a 21st Century 24/7 Learning Environment

A decade ago, the University outlined a bold plan to develop more meaningful and diversified learning models for its students, recognizing that learning outside of the traditional classroom environment is a vital component to gaining real-world experience that complements what is learned inside the classroom.

Developing these experiential opportunities has provided strategic, first-hand experiences enabling URI students to learn by doing in the form of valuable internships, fieldwork, and laboratory research. These experiences are occuring in environments ranging from private businesses and government offices, to the Northwest Passage and the Indonesian coastline, and have provided important reinforcements and connections to the theoretical knowledge learned within the classroom.

With the overarching goal of graduating the best-prepared, most intellectually agile students possible, these enhanced experiential learning opportunities have also bolstered innovation, creativity, and scholarship while increasing interdisciplinary studies and expanding our students’ depth of knowledge.

By taking advantage of educational tools, enhanced technologies, and innovative practices—including expanding online options for students—URI has succeeded at innovating its curricula to enhance its students’ readiness for the workforce of today. And, quite significantly, through its efforts in experiential learning and accelerated credit-earning opportunities, an increased number of students are completing their undergraduate studies in the traditional four years.

The University has made great strides toward achieving the goals set forth a decade ago, and has embarked upon a number of initiatives that support the creation of a 24/7 learning environment.

Key highlights include:

URI Online:
The University has made expanding online programs and course options a priority in order to broaden enrollment by meeting the future needs of the changing demographic of students and to provide students with greater flexibility and the tools to help them achieve degree completion. URI Online provides students and professionals access to a URI education anywhere and anytime across the globe. The program offers fully-online undergraduate, graduate, and certificate programs with expertise in such areas as cybersecurity, nursing, communication studies, health care management, and nutrition. Additional program areas will be launched, including those in natural resources and the environment, library and information sciences, supply chain management, and oceanography.

J Term:
In 2014, URI launched its J Term, or January term, created to provide students with a range of academic opportunities, from getting a chance to complete a prerequisite before the spring semester, to catching up on a needed general education course, or traveling internationally to learn new subject matter not possible within the confines of the traditional classroom or academic semesters. An immediate success, the program quadrupled its expected initial enrollment. More than 400 students took advantage of the program in its first year. In January 2020, 1,182 students—nearly triple the first-year enrollment—took J Term classes.

“The 21st century university will be characterized by a 24/7 learning environment for students that extends beyond the traditional classroom and takes full advantage of what technology can offer to enhance student learning, and enables students to learn at a pace dictated by their own ability and dedication.”

—David M. Dooley
President, Inaugural Address
Degree Completion Success:
URI received national recognition for its leadership in student success efforts. Named as one of three national finalists by the Association of Public Land-grant Universities for achieving significant gains in this critical area, URI's budget crisis a decade ago spurred a revamping of its undergraduate education and a clear focus on increasing student progress and graduation rates. Lauded for turning things around in the Chronicle of Higher Education, Inside Higher Ed and Forbes magazine, URI has achieved results described as "nothing short of remarkable."

Undergraduate Research Opportunities Expanded:
Recognizing a need to foster the development of research skills in students from underrepresented cultural backgrounds, the College of the Environment and Life Sciences and the College of Engineering partnered in 2012 to create the Science and Engineering Fellows Program, offering opportunities for URI students to participate in a summer-long funded research program. In 2017, the Office of Undergraduate Research and Innovation, (URI)2 was established which funds and supports competitive independent research projects and hosts an annual undergraduate research showcase. For the current academic year, 102 students representing 24 majors and eight academic colleges have been funded through (URI)2 to pursue their original research ideas. These programs complement a range of existing opportunities for URI students to participate in funded undergraduate research programs at URI and at other colleges and universities in Rhode Island, such as the National Science Foundation funded SURFO program, the National Institute of Health funded RI-INBRE SURF program and the URI Coastal and Environmental Fellows Program.

Experiential Learning:
URI has significantly expanded its focus on creating more of these vital learning opportunities for students. The Center for Career and Experiential Education tracks enrollment in 11 types of credit-bearing experiential learning opportunities, including clinical, education abroad/study away, experiential learning, internship, mentor/teaching assistant, original creative works, original scholarship and research, pharmacy practice experience, project/problem-based, service learning, and student teaching. Over the last decade, the number of experiential offerings increased by 57%, to 286 different courses, and enrollments in these courses increased by 26%, to 12,137, for the 2018-2019 academic year (as of December 2019, nonunique student count).

Faculty Hiring Initiative:
In 2014, the University launched a faculty hiring initiative designed to strategically invest in areas that encourage and advance work across multiple disciplines at the forefront of student learning and research, scholarship, and creative activities. These hires have built on URI’s strengths in core areas and result in collaboration in areas important to our state, nation, and world, while enhancing the competitiveness of the University in areas of academic strength and societal significance.

URI’s Artificial Intelligence Lab:
In 2018, URI was the first university in the nation to open an AI lab located in its central library. The new cross-disciplinary lab gives students and faculty the space to learn and work collaboratively on such research topics as robotics, wearable technology, smart cities, public policy, and ethical considerations with AI. The lab serves as a hub for ideas—a place where faculty, students, and the community can explore the social, ethical, economic, and even, artistic implications of these emerging technologies.
URI's New Fascitelli Center for Advanced Engineering:

Opening its doors in the fall of 2019, this state-of-the-art center, part of a $150M investment in URI’s engineering facilities, was constructed to maximize technology and opportunities for enhanced learning. Supported with a $10 million gift from Michael D. Fascitelli ’78, Hon. ’08, and Elizabeth C. Fascitelli, the facility brings together all of URI’s engineering disciplines in a modern space that actively supports hands-on, interdisciplinary research and partnerships with external organizations and companies.

The Champlin Foundation has invested $15M over the last decade in highly advanced technologies that have enhanced hands-on learning for hundreds of students in a variety of disciplines at URI.

Harrington School of Communication and Media:

A Phase I, $6.8 million renovation of Ranger Hall provided students with a cutting-edge facility in which to learn while adapting to the rapidly evolving nature of new media and mass communication. The 8,800-square-foot project established a hub for the school and is being followed with a $9 million Phase II renovation. The recent completion of a $1.25 million extensive renovation of the Harrington School’s Broadcast Center, located in Chafee hall, provides students with an ultramodern studio and control room with the latest in digital production, streaming, and broadcasting technology. Alumnus Richard J. Harrington ’73 and his wife, Jean, for whom the school is named, provided significant support to these renovation projects.

$902M has been invested in capital projects and improvements across all four campuses in the past 12 years, supporting 21st century living and learning.
GOAL 2 | Increase the Magnitude, Prominence, and Impact of Research, Scholarship, and Creative Work

One of the greatest assets of our society is without question the American research university. Its unique ability to continually produce knowledge through discovery and innovation changes lives and impacts the world. Seat belts, chemotherapy drugs, solar power, and CAT scans are among the discoveries that originated in our nation’s research universities. A recently announced clinical trial here at the University of Rhode Island may lead to a simple eye exam becoming a standard test to detect Alzheimer’s disease decades earlier than other tests.

As the state of Rhode Island’s public flagship research university, URI offers leading programs in engineering, oceanography, health, business, pharmaceutical sciences, biotechnology, economics, history, literature, environmental science, foreign languages, and many more. The sum of the prominence of our research faculty and graduate students in these areas, the value of the partnerships we develop in search of solutions to the challenges of the day, and the impact we can make on economic growth through the commercialization of research by the private sector, cannot be underestimated.

The University is truly an engine of innovation that has the potential to drive economic growth and impact social change in our country and beyond. Collaborating with industry, other institutions of higher education, government agencies, and other partners creates synergies for unprecedented opportunities for growth. Building these partnerships in the U.S. and abroad, and investing resources where URI can be strategically competitive result in increased discovery, opportunities to turn discovery into practical applications by the private sector, the creation of new businesses and job growth, and an expanded tax base in Rhode Island.

The University has embarked upon a number of initiatives that have increased the magnitude, prominence, and impact of the research, scholarship, and creative work occurring at URI.

Key highlights include:

**The Business Engagement Center:**
URI launched the Business Engagement Center (BEC) on its Kingston Campus in 2013. Created to share intellectual and academic resources and maximize linkages with Rhode Island industry, the BEC has since worked with myriad companies, large and small, representing industries as diverse as defense, health care, technology, and agriculture. The BEC has conducted over 800 corporate engagements with businesses across Rhode Island and beyond.

**New Oceanographic Research Vessel:**
In 2018, the National Science Foundation selected the East Coast Oceanographic Consortium, led by the University of Rhode Island, to operate the new $125 million oceanographic research ship, one of only three such vessels in the nation. The R/V Resolution, once completed in 2022, will support such scientific studies as the tracking of ocean currents and fish migration, seafloor surveys in earthquake-prone regions of the world, and conservation of marine mammals and food-web dynamics in the deep ocean, all of which could have significant ramifications on our world.

“The University of Rhode Island is a major economic asset for the state of Rhode Island and continues to expand its research and development to support the state’s economic growth. The University is well positioned to collaborate with private industry to innovate and produce cutting edge products and technology …”

—David M. Dooley, President
In 2019, faculty were awarded $101M in research grants, primarily from federal agencies, the highest level of funding in a decade and the second highest in history.

EPSCoR:
The National Science Foundation (NSF) awarded the University of Rhode Island a $19 million grant to establish a statewide research consortium to study the effects of climate variability on coastal ecosystems, create innovative technologies for detecting those changes, and build computer models to predict and plan for changes in coastal ecology. URI, the project lead on the grant, will collaborate with researchers at Brown University, Rhode Island School of Design, Rhode Island College, Bryant University, Providence College, Roger Williams University, and Salve Regina University. The funding builds on more than $30 million of previous NSF funding through its Established Program to Stimulate Competitive Research (EPSCoR), which aims to strengthen the state’s research competitiveness and fund workforce development initiatives.

The Social Science Institute for Research, Education, and Policy:
The Social Science Institute for Research, Education, and Policy (SSIREP) at the University of Rhode Island encourages research and outreach projects that use novel, social science approaches to solving societal, political, and policy problems or that facilitate student success in the social sciences.

Established in 2017, the consortium brings together nearly two dozen campus units representing a wide range of disciplines, including political science, economics, and labor studies to name just a few, aimed at translating social science research into information policy makers can utilize.

The Rhode Island IDeA Network of Biomedical Research Excellence (INBRE):
A URI-based initiative that has successfully expanded biomedical research capacity at nearly all of Rhode Island’s universities and colleges was, in 2019, awarded $20 million in federal funding to further expand the program over five years. INBRE, funded by the National Institutes of Health since 2001 with $61 million in previous grants, was established to expand statewide research capacity in the biomedical sciences, including the research disciplines of cancer, neuroscience, and environmental health sciences.

NOAA Ocean Exploration Cooperative Institute:
Led by URI, this $94 million National Oceanic and Atmospheric Administration (NOAA) funded institute, will support ocean exploration, responsible resource management, and improved scientific understanding of the deep sea, and strengthen the nation’s Blue Economy. The Ocean Exploration Cooperative Institute, comprised of five internationally renowned ocean science institutions and led by the University of Rhode Island Graduate School of Oceanography, will spend five years (through 2024) working closely with NOAA’s Office of Ocean Exploration and Research to survey an estimated 3 billion acres of U.S. ocean territory. URI Professor Robert Ballard will serve as lead principal investigator.

Ryan Institute:
The George & Anne Ryan Institute for Neuroscience was established at URI in 2013 to support innovation in discovery science and translational medicine in the fight against neurodegenerative disease. Joining forces with a closely linked network of clinicians and innovators throughout Rhode Island, the Ryan Institute is moving quickly on new paths toward the prevention and treatment of brain diseases that are becoming the epidemic of our time. The Ryan Institute is named for the parents of Thomas Ryan ’75, Hon. ’99, who created the Institute with his wife, Cathy. The Ryans have provided approximately $40 million in funding since its founding.
 URI became a partner with the U.S. Navy in this initiative designed to create partnerships that will result in new cooperative research and development innovations. Teaming with leaders at the Navy’s NUWC Division Newport, the Composites Alliance of Rhode Island and the Rhode Island Textile Innovation Network, the 401 Tech Bridge is intended to help solve Navy-related problems by harnessing knowledge leadership at URI and small business innovation, resulting in the creation of commercial Warfare Center inventions.

**Nursing Study on Delayed Cord Clamping in Newborns:**
This widely reported URI study, published in the December 2018 issue of *The Journal of Pediatrics* and funded by a $2.4 million National Institutes of Health grant, challenges the practice of immediate cord clamping, which is still widespread, by showing that a five-minute delay in the clamping of healthy infants’ umbilical cords at birth results in increased iron stores and brain myelin in areas important for early-life functional development.

**Alzheimer’s Clinical Trial:**
Announced in early 2020, the University of Rhode Island, in collaboration with BayCare Health System in Florida and The Memory and Aging Program at Butler Hospital, an affiliate of the Warren Alpert Medical School of Brown University, is launching a clinical trial of retinal screening processes that could help clinicians detect Alzheimer’s disease possibly two or more decades before patients develop life-altering clinical symptoms. The objective is to create a gold standard reference database of structural, anatomic and functional imaging of the retina to enable the identification and development of sensitive and reliable markers of early Alzheimer’s disease and/or risk progression. In America alone, more than 5.8 million people are affected by this disease.

**Elevating the College of Business:**
A comprehensive $15 million gift from Alfred J. ‘67, M.B.A. ‘72, Hon. ’04 and Geraldine Verrecchia, is intended to help increase the prominence of the College of Business through the creation of a faculty chair and a professorship in artificial intelligence and business analytics. The gift will establish the Alfred J. Verrecchia Center for Business Excellence, which will be a hub for teaching, learning, and research, meant to inspire the exchange of ideas and an entrepreneurial mindset. Scholarship opportunities for high-achieving students, a fund for students pursuing competitive internships, and an emerging technology fund will also be created.

**The College of Pharmacy was ranked 10th nationally for total research funding in 2019.**

**104 U.S. and foreign patents originating from URI were issued since 2010.**

**226 invention disclosures were reported since 2010.**
GOAL 3 | Internationalize and Globalize the University of Rhode Island

A decade ago, we knew that “our world was shrinking as technology breaks down borders and time zones, allowing businesses and communities, large and small, to develop new relationships on the other side of the globe.” For our students to succeed in this new reality, they must be prepared to live and work in a global economy, no matter their geographic location or area of study or employment. By expanding the scope and breadth of our partnerships around the globe for research and educational advancement, and by increasing the number of graduates fluent in languages other than English, promoting study abroad opportunities, and tripling our population of international undergraduate and graduate students, we will be in a better position to contribute to a society that demands a wider understanding of diverse cultures, politics, and history. Our students, seizing these opportunities, enter the global marketplace ready to prosper and to contribute to the business and social changes they imagine.

URI has seen exponential growth in its global presence on nearly every front, from increased study abroad opportunities in over 50 countries to significantly more international partnerships and exchanges. URI is bucking the national trend, seeing increases in foreign language enrollment, as opposed to decreases widely experienced across the United States.

The University has embarked on a number of initiatives that have expanded its global reach and international impact in environmental sustainability, capacity building, cross-cultural understanding, and collaborative problem solving, that will reap benefits far into the future.

Key highlights include:

**USAID Ghana:**
In 2014, the United States Agency for International Development (USAID) awarded a $24 million grant to the Coastal Resources Center (CRC) at the University of Rhode Island’s Graduate School of Oceanography to lead a sustainable fisheries project in Ghana, West Africa. The objective of the project was to rebuild key marine fisheries stocks in Ghana through responsible fishing practices. The grant was the largest in URI history at the time of the award.

**Philippines Coastal Fisheries Project:**
In 2018, URI was named to lead a five-year, $25 million grant project, also funded by USAID, collaborating with international partners in the Philippines, as well as a consortium of universities and nongovernment organizations, to address destructive fishing practices, typhoons, and coastal degradation, all of which put this nation’s fishing industry in peril. This USAID Fish Right Program will provide scholarly and research expertise to find solutions to challenges facing the Philippines, one of the largest fish producing nations in the world. The grant, when awarded, was the largest in URI history.
Foreign Language Fellows:
Since 2011, nearly 150 URI students have been named Beatrice S. Demers Foreign Language Fellows, receiving a combined $1.7 million in private funding to cover tuition, fees, travel, and housing for students pursuing opportunities to study abroad.

URI Language Enrollment Growth:
Despite a 9.2% national decline in foreign language enrollments nationally, according to the Modern Language Association (2018), URI is bucking the trend with a 28% increase in the number of students majoring in languages over the same period.

International Engineering Program:
With the founding of the International Engineering Program more than 30 years ago, the first of its kind in the country, URI created a successful model that many institutions continue to replicate. Expanded in the last decade to include additional languages, students earn two degrees simultaneously: a B.S. in an engineering discipline and a B.A. in Chinese, French, German, Italian, or Spanish, or Global Language Area Studies with a concentration in Japanese.

Signature International Programs:
Following the model of URI’s International Engineering Program, students in business, computer science, and pharmaceutical sciences can pursue expanded dual degree opportunities with program-specific tracks in languages including German, French, Spanish, Italian, Japanese, and Chinese. URI’s Chinese Flagship Program challenges students to achieve superior language proficiency while earning a B.A. in Mandarin Chinese as well as a bachelor’s degree in a chosen field.

The International Studies and Diplomacy Program:
Launched in 2018, this dual major program leads to a B.A. in international studies and a B.A. in French, Chinese, Spanish, German, or Italian. The program is designed to provide students with essential knowledge and skills in international politics, economics, culture, and language, preparing them for careers in foreign service, diplomacy, international non-governmental organizations, and other international careers.

URI has expanded its global reach and more than tripled its international agreements and partnerships in the past decade, to nearly 140.

62% increase in IEP students (254 in 2010 vs. 414 in 2018–2019)

495 international students enrolled at URI in fall 2019, a 30% increase over the last decade.
GOAL 4 | Build a Community at the University of Rhode Island that Values and Embraces Equity and Diversity.

The collective experience and knowledge brought to bear by a truly diverse community expands all our possibilities and helps develop our ability to engage productively with people very different from ourselves, at the highest levels. Without question, the myriad diversity of cultures, lifestyles, beliefs, religions, political ideologies, life experiences, and philosophies at URI contribute to making us stronger as a whole than we would be on our own. The differences we acknowledge and recognize not only enrich our community but provide a more relevant educational experience for our students.

The University of Rhode Island is committed to welcoming, supporting, and valuing every member of its community. Our growing reputation as a safe and inviting place reflects our core values and continues to attract greater numbers of students and faculty from rich, differing backgrounds.

Through its office of Community, Equity and Diversity and beyond, the University develops goals and strategies to strengthen and support an inclusive climate and culture.

The University has embarked upon a number of initiatives that have contributed toward building a community at URI that values and embraces equity and diversity.

Key highlights include:

**Campus Climate Assessments:**
Systematic efforts to regularly assess campus climate across all of URI’s campuses include a listening tour, open community sessions, and student focus groups. A comprehensive campus climate survey will be launched in spring 2021.

**University Diversity Council (UDC):**
This new advisory board assembled in February 2020, consists of faculty, staff, student, and alumni members. It is intended to advise the chief diversity officer on university-wide priorities and initiatives that advance URI’s equity and inclusion goals. The UDC will help develop the inaugural campus climate survey.

**Diversity and Inclusion Badge Program (DIBP):**
The DIPB is a customizable micro-credential program aligned with URI’s diversity, equity, inclusion, and social justice goals. The DIBP offers graduate-level, professional development workshops that emphasize the knowledge, skills, and dispositions needed for cultural competence in a variety of environments. Since the program’s inception in spring 2017, 133 students have taken at least one workshop toward the five required to earn a badge. Approximately 62 students have completed the program/earned badges.

“To transform the world we must move beyond mere tolerance as a virtue to the point where we affirm difference and diligently seek common ground in the midst of difference, recognizing that the common ground thereby discovered will provide a foundation for building a better future for all who participate.”
—David M. Dooley
President, Inaugural Address

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#1: first in the nation to build a freestanding gender and sexuality center on campus
Faculty Development Initiatives:

Faculty development initiatives, sponsored by a variety of offices and committees and delivered by experts at URI and elsewhere, have expanded at our University to focus on inclusive pedagogy, inclusive excellence, and inclusive teaching in STEM. Rooted in best practices, these initiatives include intensive workshop series, book clubs, and summer professional development opportunities.

Closing the Equity Gap in Graduation Rates:

Over the past decade, URI has implemented a series of proactive strategies aimed at enriching the student experience and providing a pathway to degree completion, graduation, and student success that have made URI a national leader in this vital area. Among students receiving Pell Grants, the six-year graduation rate increased from 47% to 61%, reducing the equity gap from 15% to 7%. This progress was achieved even as the number of Pell students increased by 76% between 2008 and 2013.

Talent Development:

In 2018, first- to second-year retention rate of students in Talent Development, a program that recruits and serves Rhode Island high school graduates from historically disadvantaged backgrounds, increased to 82%, a 5% gain since 2017.

Veterans on Campus:

With approximately 200 veteran students enrolled at URI, the University took steps to enhance the success of students who previously served their country through military service. One major initiative included forming a new position to work directly with this group of students to help meet their specific needs, ease their transition, and contribute to their success in a university setting. A new assistant director for veteran and military programs was established as part of the Division of Student Affairs in 2018.

Supporting Nursing Students:

A five-year grant from the U.S. Health Resources & Services Administration in 2017 is intended to enhance a University of Rhode Island program that supports nursing students from historically underrepresented populations, such as those from economically disadvantaged and minority backgrounds.

Diversity of the overall student body has increased by nearly 70% since 2008.

Last year, 671 students of color earned degrees at URI, representing a 220% increase over a decade ago.

25% of URI's class of 2023 identified as a person of color.

Last year, 671 students of color earned degrees at URI, representing a 220% increase over a decade ago.
“Every member of the URI community plays a role in reaching our transformational aspirations. Working together, we can accomplish a great deal more than we ever thought possible.”

—David M. Dooley, President

Many thanks to the entire URI community, including members of the University’s senior leadership team:

Mary Grace Almandrez  
*Chief Diversity Officer*  
Community, Equity and Diversity

Thorr Bjorn  
*Director*  
Athletics

Kathy M. Collins  
*Vice President*  
Student Affairs

Michelle D. Curreri  
*Chief of Staff*

Donald H. DeHayes  
*Provost and Vice President*  
Academic Affairs

Karlis Kaugars  
*Chief Information Officer*

Kelly K. Mahoney  
*Executive Director*  
External Relations and Communications

Lil Breul O’Rourke  
*President*  
URI Foundation & Alumni Engagement

Abigail Rider  
*Vice President*  
Administration and Finance

Louis J. Saccoccio  
*General Counsel*

Peter J. Snyder  
*Vice President*  
Research and Economic Development