

# THE UNIVERSITY OF RHODE ISLAND

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## A MESSAGE FROM PRESIDENT MARC PARLANGE

For more than 130 years, the University of Rhode Island has been dedicated to serving the people and communities of Rhode Island as the state's flagship public research university.

Today, we are a thriving, welcoming community that attracts faculty and students from around the world. We have been shaped by the educators, entrepreneurs, innovators, leaders, and risk-takers who created our dynamic campuses and global partnerships.

I have always believed that higher education provides the greatest possible potential for driving positive change in the world. Universities like ours have the opportunity—and the responsibility—to educate, inspire, and equip the next generation of learners with the ideas, knowledge, and skills they need to be good global citizens.

This strategic plan is our road map. It will help us navigate challenges, seize opportunities, distinguish ourselves from our peers, and forge new partnerships for the broader good. And it will invigorate and unite us with a renewed sense of purpose. I am confident that we will elevate our standing as a leading global research institution that drives positive social, economic, cultural, and environmental change. We will deepen our commitment to our land- and sea-grant missions. We will foster an active and engaged learning environment. And we will cultivate a sense of place with endless opportunities to collaborate, network, live, learn, and conduct research.

There is so much we can achieve together. Now is our time, and this plan is our guide.

Marc Parlange

## ABOUT THE STRATEGIC PLAN

This plan outlines a strategic vision for the University of Rhode Island for the next decade—articulating our aspirations and the actions we will take to achieve them. This is not a static document, but rather an agile, dynamic plan that will necessarily evolve, enabling us to respond to changes in the world and our communities, while maintaining a firm commitment to our land- and sea-grant missions, our institutional vision, and our foundational values. The ideas in this plan are intended to unify our community and inspire faculty, students, staff, and partners to cultivate new ideas and actions in their areas of work and interest that support the strategic priorities of this plan and accelerate URI's exciting forward trajectory.

## LAND ACKNOWLEDGMENT

The University of Rhode Island occupies the traditional stomping ground of the Narragansett Nation and the Niantic People. We honor and respect the enduring and continuing relationship between the Indigenous people and this land by teaching and learning more about their history and present-day communities, and by becoming stewards of the land we, too, inhabit.

# FOCUS URI

## A STRATEGIC VISION FOR THE UNIVERSITY OF RHODE ISLAND

*Strategic Plan 2023–2033*

STRATEGIC PRIORITY 1

# BROADEN OUR IMPACT

Broaden our impact through a reinvigorated commitment to our land- and sea-grant missions and the state of Rhode Island

*The University of Rhode Island will serve as a national model for the role a flagship public research university can play in driving transformative change for the betterment of its state and the global human condition.*

- GOAL 1: Contribute to broad and deep impacts on the social, cultural, and economic ecosystems across Rhode Island, the nation, and beyond.
- GOAL 2: Evolve into a world-class hub for innovation, entrepreneurship, and public-private partnerships.
- GOAL 3: Elevate our research enterprise and emphasize public scholarship.
- GOAL 4: Position URI and the state of Rhode Island as a global leader in the Blue Economy.

STRATEGIC PRIORITY 2

# ENHANCE STUDENT ACHIEVEMENT

Enhance student achievement by cultivating an engaged and inclusive learning environment

*By fostering an active and engaged learning environment, the University of Rhode Island will be a community where students are empowered to lead their own academic journey with access to resources and support that places value on inclusion, well-being, and holistic development.*

- GOAL 1: Continuously invigorate the learning environment to reflect active learning; student agency; and contemporary, high-impact learning pedagogies.
- GOAL 2: Increase graduate student enrollment and degree completion.
- GOAL 3: Create a diverse learning community and ensure that a URI education is within reasonable reach for all students.
- GOAL 4: Make community well-being a priority, reflected in partnerships, as well as academic, recreational, and co-curricular programs and services.
- GOAL 5: Develop and advance championship-caliber athletic programs.

STRATEGIC PRIORITY 3

# FOSTER AN INCLUSIVE CULTURE

Foster an inclusive, people-centered culture

*The University of Rhode Island will be a diverse, equitable, and inclusive community—a vibrant, integrated university that celebrates the uniqueness of its members and fosters a culture of valuing people, excellence, and giving back.*

- GOAL 1: Cultivate a sense of community—‘one university’—where all students, faculty, and staff find themselves included and their work valued.
- GOAL 2: Build an innovative, contemporary, and professional learning environment and workplace that values and advances diversity, equity, inclusion, and accessibility with leadership that is principle-centered and effective.
- GOAL 3: Attract, recognize, and retain outstanding faculty and staff.

STRATEGIC PRIORITY 4

# POWER THE UNIVERSITY OF THE FUTURE

Implement leading-edge administrative and financial systems and practices to power the university of the future

*The University of Rhode Island will invest in and implement administrative and financial practices that position URI for long-term success and that transform the institution into a high-performing, fiscally sound, and agile university with the physical facilities necessary to achieve its strategic vision.*

- GOAL 1: Enhance and maintain a physical environment that provides quality opportunities to learn, live, collaborate, recreate, and conduct research.
- GOAL 2: Maximize the University's physical assets and strategically utilize campuses in a manner that promotes a ‘one university’ philosophy.
- GOAL 3: Secure the necessary resources to sustain and grow the University and implement systems to ensure financial stability and accountability.
- GOAL 4: Expand research and new academic programs and services through an increased focus on revenue generation.
- GOAL 5: Improve the efficiency of administrative processes and foster a commitment to service excellence.