

UNIVERSITY OF RHODE ISLAND
COLLEGE OF BUSINESS
STRATEGIC PLAN

2018-2023



Highlights through December 2020

Preamble

The strategic plan of the College is based on the premise that it will create an environment conducive to learning for all constituencies of the College. We strive to be a diverse community of innovative, engaged life-long learners that positively impact RI citizens, the region, and the world.

To achieve our goals, we created a vision that is our beacon and a mission that provides a general roadmap to our vision. Our strategic plan includes mission-driven action items that will help us to achieve our goals. The College's strategic plan is based on the core values of Integrity, Excellence, Fulfillment, and Inclusiveness, and Respect for others.

The work of this plan will inspire and ignite the College to move forward in bold new ways, always with the focus on our students first, preparing each of our graduates for a lifetime of impact, success, and lifelong learning.

For this strategic plan to come to fruition, we must attract the very best students and faculty to the College while having the curriculum, facilities, and technological capacity to accommodate the array of Undergraduate, Master, and Doctoral programs that are offered at the College of Business (COB).

Vision, Mission & 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.

VALUES

- Integrity
- Excellence
- Fulfillment
- Inclusiveness and respect for others

“HOW DOES A STATE SO SMALL ATTRACT TALENT SO LARGE?”

URI Strategic Plan Goal 1: Enhance Student Success

COB Goal 1: Gain recognition for the development of talent.

Engage with students and stakeholders to facilitate workforce readiness, lifelong learning, and exchange of expertise.

Efforts to attract top firms to recruit undergraduate and graduate students and increase internship opportunities for students.

- New programs
 - Alumni mentoring program
 - Shadowing program
- Industry nights have been tied to advisory meetings
- Employer Relations Director provides updates and gathers data about current employment trends at advisory board meetings
- Updated database of business leaders, alumni, and speakers
- Outreach to professional groups, organizations, and corporate partners to develop more opportunities for experiential education
- The creation of the Innovation and Entrepreneurship Advisory Board
- The renewal of our Textile Advisory Board

Efforts to enhance professional skills and develop talents via offerings that support the mission

- Curriculum changes emphasize improved communication, team, critical thinking, technology competence, and problem-solving skills.
- New minors in Innovation & Entrepreneurship, Business of Digital Media, and Business Analytics and Intelligence.
- Participation in hackathons, including the new “Hacking for Oceans” MBA course with the Graduate School of Oceanography.

**“MULTIDISCIPLINARY.
MULTIDIMENSIONAL.
MULTICULTURAL.
MULTIJOB OFFERS.”**

URI Goal 5: Streamline Processes to Improve Effectiveness

COB GOAL 2: Improve reputation of COB.

Aspire to an organizational climate that supports the COB mission; fosters communication, transparency, trust; supports growth and fulfillment; and helps us earn a national and international reputation for applying entrepreneurial thinking to solve business and societal problems.

Marketing and Communications about the College of Business

- Marketing plan for College of Business completed in 2017 (Competitive analysis, SWOT analysis, goals and objectives, brand story & guidelines, creative brief, marketing tactics)
 - Positioning Statement: *The College of Business at the University of Rhode Island is a small community of big thinkers. As the state's flagship institution for business, the school offers students an exceptional learning experience at the undergraduate, graduate, and Ph.D. levels, with a focus on research, experiential learning, and career-preparedness.*
 - Plan shared with College of Business, Dean's Advisory Council, and URI's central marketing and communications team.
 - Plan guides day-to-day marketing and communications activities.
- New website launched in spring 2019
 - Refreshed design, new copy, organized structure, faculty research, student support, events and news, pictures, stories, and resources
 - Ongoing website updates include evergreen content and updated stories and photos
- New collateral to promote the URI COB brand story and image (College of Business brochure, rack cards programs, points of pride card, career and speaker events)
- Implemented a robust email communications strategy with branded templates, weekly emails to students, faculty, staff, alumni, prospective students; high open and click rates (over 50%)
- Increased press coverage due to a concerted effort to communicate accomplishments with URI PR (2018: 34 press stories; 2019: 54 press stories; 2020: 43 press stories)

Efforts to increase philanthropy

- The University is in the public phase of a \$250 million comprehensive capital fundraising campaign. *Big Ideas Bold Plans. The Campaign for the University of Rhode Island.*
- The College of Business identified \$65 million of college fundraising priorities.
- URI alumni have donated nearly \$30 million to date for the College of Business during the first 3 years of the campaign.
- The *Big Ideas Bold Plans* campaign runs through 2024.

URI Goal 2: Expand Research, Scholarship, & Creative Work

COB GOAL 3: Increase research productivity and graduate education in the College.

Efforts to improve scholarly reputation

- Recruitment efforts to attract strong researchers
- Adoption of ABDC journal list
- Dean's incentives for UT Dallas journals (rankings)
- Research development talks
- Editor visits
- Research funding
- Annual research reports
- Microplastics initiative
- Grant support
- Press releases about research
- Design Thinking Seminars with military, government and NGO collaborators

Efforts to increase graduate education

- Revitalized the One-Year MBA program; 100% growth from AY 2019 to AY 2020
- Added an MBA program in Hungary
- Unique, competitive programs that raise professional skills that match future business needs
 - MS Healthcare (Online)
 - MS Supply Chain Management (Online)
 - Doctorate in Business Administration
 - Accelerated B.S. to M.S. in Textiles, Fashion Merchandising, and Design
 - Graduate Certificate in Fashion Merchandising
 - Graduate Certificate in Human Resources
 - Leadership
 - Digital Marketing Strategy (2022)

**“DOES BEING A RESEARCH UNIVERSITY MAKE US BETTER THAN 2/3 OF
THE UNIVERSITIES IN THE COUNTRY?
YES.
WE RESEARCHED IT.”**

URI Goal 3: Grow a Global Presence

COB GOAL 4: Develop learners so they are not just work force ready – but so they are also world ready.

Focus on global engagement and adapt or redesign curriculum to transform diverse students and stakeholders into inclusive, socially responsible, intellectually curious, global citizens. Prepare them to positively impact Rhode Island, the nation, and the world.

Initiative to expand global perspective embedded in undergraduate core curriculum.

Global outreach initiatives:

- Strengthened and expanded global partnership (Germany-Braunschweig, Taiwan, Germany- Hochschule für Angewandte Wissenschaften Hamburg, France-Rennes)
- Increased offerings and participation in faculty-led study abroad opportunities in J-term and summer, study abroad, internships, and global engagement opportunities.
 - England
 - Italy
 - Korea
 - Taiwan
 - New partner relationships in being developed with Italy and Spain
- Global internships arranged through third-party providers increased access.
- New scholarships support study abroad.

**“WE HAVE ALWAYS THOUGHT GLOBALLY IN RHODE ISLAND.
JOIN US.”**

URI Goal 4: Embrace Diversity and Social Justice

COB GOAL 5: Embrace diversity and social justice and reject prejudice and intolerance.

- Identified an Executive Director for Inclusive Excellence to champion diversity initiatives at the College and University level.
- Inventory of current diversity activities; syllabus review to identify the inclusion of content related to Justice, Equity, Inclusion, and Diversity
- Curriculum revision encourages flexibility, intellectual curiosity, social responsibility, openness to different ideas and values, and the importance of communicating and listening.
- Ongoing support of and outreach to the “Ph.D. Project” helped increase the diversity of our Ph.D. students.

“Common Sense and Surprisingly Large Thinking”