

UNIVERSITY OF RHODE ISLAND
COLLEGE OF BUSINESS
STRATEGIC PLAN

2018-2023



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.

In order 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 work force readiness, lifelong learning, and exchange of expertise.

Metrics: % of students with jobs; starting salaries; % enrolled in graduate school; # of recruiters on campus; % of students with internships; number of course adaptations or designs and programs developed to meet current and future business needs; # of inquiries; # of media hits about students that reference our programs; # of media hits about programs; # of positive social media mentions related to talent or COB programs/services

OBJECTIVE: ATTRACT TOP FIRMS TO RECRUIT UNDERGRADUATE AND GRADUATE STUDENTS AND INCREASE INTERNSHIP OPPORTUNITIES FOR STUDENTS.

Action 1.1: Identify and implement best practices in career services

Champions: Dean, Asst. Dean, Director of Career Services, Internship Coordinator, Employee Relations Person, Graduate Program Directors, Student Success Committee. Delivery date: August 1.

Methods

- Compare data from NACE, AACSB-Data Direct benchmark schools to internal post-grad data and URI's Institutional Research (IR) report
- Observe organizational structure, roles, responsibilities, and outcomes (the people and processes behind the numbers) that support undergraduate internships and career placements at peer and aspirational universities
- Benchmark career support for graduate programs and alumni at peer and aspirational universities
- Set objectives. Communicate about the objectives on website.
- Implement strategy - processes or best practices.
 - Assist and prepare students for job searches.
 - Engage faculty (e.g. as discipline-specific career coaches and/or to leverage connections with industry).
 - Engage with businesses/recruiters. Develop relationships.
 - Engage/increase support for graduate students and alumni
- Measure results and communicate them on the website.
- Set new objectives.

OBJECTIVE: ENHANCE PROFESSIONAL SKILLS AND DEVELOP TALENTS VIA OFFERINGS THAT SUPPORT THE MISSION

Action 1.2: Develop excellent communication, team, critical thinking, and problem solving skills

Champions: Associate Deans, Assistant Dean, Undergraduate Curriculum and Assessment Committee, Graduate Curriculum and Assessment Committee, Student Success Committee, Club Advisors, all Faculty. Delivery date: August 1.

Methods

- Capture baseline for each skill. Set objectives. Communicate about the objectives.
- Develop and implement strategy (in and outside of curriculum)
- Measure results and communicate them on the website.
- Set new objectives.

Action 1.3: Establish reputation for excellence in communication, team, critical thinking, and problem solving skills.

Champions: Associate Deans, Assistant Dean, Employee Relations Person, Communications Person, Advisory Councils.
Delivery date: August 1.

Methods

- Communicate about the baseline, objectives, and strategies related to skill development on website and on faculty and staff dashboards.
- Communicate successes and achievements with community (PR, feature areas of excellence)
- Publicize specific, outstanding efforts or outcomes (e.g. class projects with proven learning outcomes, certification pass-rates, innovative curriculum, club activities/awards, case competitions, etc.)

Action 1.4: Stay current on industry trends and develop unique, competitive programs that raise professional skills that match future business needs

Champions: Undergraduate Curriculum and Assessment Committee; Graduate Curriculum and Assessment Committee; Area Coordinators; Advisory Councils; Alumni; all Faculty. Delivery date: May 1.

Methods

- Participate in URI, state, regional, national, and international professional clubs, associations, and conferences
- Gain insight about skills needed for future business success from advisory board members and research
- Participate in the profession (e.g. consulting, faculty externships)

Action 1.5: Build bridges to industry and exchange expertise.

Champions: Engagement Committee; Employee Relations Person; Communications Person; Administrative Support, Alumni and Advisory Councils. Delivery date: August 1.

Methods

- Set specific goals and develop processes to increase engagement with advisory councils, alumni; local, national, and global businesses; and the community
- Develop a database of faculty experts and share with local businesses
- Develop a database of business leaders who are willing to guest speak and mentor students
- Track industry speakers and increase engagement
- Continue to seek challenging consulting projects that help us meet learning outcomes and help students solve business and societal problems; broaden spectrum of industry and organization types as appropriate
- Formalize experiential learning opportunities, assess outcomes, and expand credit earning projects as appropriate

Action 1.6: Create opportunities and resources that inspire all students and alumni to become lifelong learners (e.g. Innovation Major, Certificates, Conferences, Joint Offerings, Corporate MBAs, Executive Doctorate of Business and Analytics, Online offerings, Business by the Beach Conferences)

Champions: Areas; Alumni; Advisory Board; Ad-Hoc Committees. Delivery date: April 1.

Methods

- Investigate benefits associated with degree and non-degree courses or programs that build skills needed for future business success.
- Evaluate opportunities (estimate demand/need; map needs to COB capabilities).
- Prioritize offerings.
- Allocate resources, offer and communicate about new and revived COB offerings

“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.

Measures: Activity (e.g. # of press releases; # of articles, # of posts, # of updates); Reach (e.g. social media metrics, publication x circulation, views); Engagement (e.g. responses, likes, shares, outreach, new projects, participation); Impact (e.g. change in reputation, ranking, faculty retention) Edited from former Goal 2

OBJECTIVE: ENGAGE AROUND SHARED VISION

Action 2.1: Each area, department, and administrative team defines three objectives to accomplish in the next year to help COB reach goals 1-5 (In addition to College-Level Committees)

Champions: Area Coordinators, Department Chair, LRC Director, Assistant Dean, Communications Person, all faculty, all staff, all alumni. Delivery date: April 1.

Methods

- Post objectives on the website
- Post progress toward the objectives
- As objectives are achieved, post achievement/progress on KPI
- Select new objectives

OBJECTIVE: CREATE A SUPPORTIVE ENVIRONMENT

Action 2.2: Evaluate culture using an annual survey

Champions: Organizational Climate Committee, Dean. Delivery date: August 1.

Methods

- Establish an Organizational Climate Committee with representation from areas, department, staff, center
- Identify appropriate survey tool (or alternative method to capture/track information) and get IRB approval
- Collect data; Post results on website and disseminate to areas and staff
- Areas create proposals to address gaps between actual and ideal performance (e.g. support needs, mentors, seminars, processes, change to committee structures, rewards for faculty and staff that help the COB fulfill its mission, etc.)
- Administration sets objectives based on proposals and allocates resources to selected objectives
- As objectives are achieved (as measured through annual survey), post achievement and select new objectives

Action 2.3: Provide an organizational chart, job descriptions/responsibilities, FAQs (who to go to for help with...), and an overview of COB's governance process to everyone

Champions: Dean, Associate Deans, Assistant Dean. Delivery date: April 1.

Methods

- Create documents; Share with faculty and staff electronically
- Maintain access and update

OBJECTIVE: ESTABLISH AN EFFECTIVE COMMUNICATION PLAN THAT ENGAGES STAKEHOLDERS WITH RELEVANT AND PURPOSEFUL COMMUNICATIONS TO INCREASE BRAND AWARENESS AND REPUTATION, BOTH INTERNALLY AND EXTERNALLY

Action 2.4: Create and implement a strategic marketing plan

Champions: Marketing Coordinator, Dean, Associate Deans, Assistant Dean, Support Staff. Delivery date: April 1.

Methods

- Present positioning statement with brand story and key descriptors
- Conduct competitive analysis
- Set marketing communications objectives (for example:)
 - Present a unified identity for the College of Business
 - Share the story of the College of Business
 - Showcase research at the faculty and student level
 - Customize and target content to relevant stakeholders to increase engagement
 - Demonstrate impact
- Create and execute marketing tactics (for example:)
 - Launch new website within the URI brand that clearly communicates relevant information to stakeholders, improves user experience, shows ROI and accurately reflects the story of the College of Business
 - Write & design new collateral that communicates through words and pictures, the offerings at the College of Business, ROI, and the unique value
 - Create and launch an email communications strategy that enables pertinent information to reach key stakeholders at opportune times
 - Increase press coverage for College of Business stories by working in close coordination with URI PR
 - Implement targeted digital advertising campaigns to both increase awareness and recruit graduate students
 - Generate new content in the form of photos and videos to create a visual story for the College of Business
 - Social Media: distribute relevant information to students through social media platforms; use LinkedIn to increase alumni engagement
 - Implement plan, evaluate and revise
- Implement plan, evaluate and revise

OBJECTIVE: CULL AND DISSEMINATE INFORMATION IN A WAY THAT OPTIMIZES EFFICIENCIES, IMPROVES CULTURE, AND FACILITATES INNOVATION, ENGAGEMENT, AND IMPACT, BOTH INTERNALLY AND EXTERNALLY

Champions: Organizational Climate Committee, Dean, Associate Deans, Assistant Dean, Support Staff.
Delivery date: April 1.

Action 2.5: Develop an internal communications plan to improve climate, processes, transparency, and efficiencies

Methods

- Set communication objectives (for example):
 - Increase transparency
 - Reduce redundant efforts to find information
 - Address gaps identified in culture survey (e.g. reduce spread of rumors/misinformation)
 - Facilitate recognition of achievements related to the mission/report progress on KPIs
- Evaluate Tactics
 - Development of a dashboard or information hub that includes the mission, highlights activities related to the mission, shares performance on KPIs, and links to shared information like handbooks, calendars, minutes, workload, research stats
 - Suggestion box (with process to acknowledge suggestions/respond)
 - A searchable database of expertise and office hours, so we know when and where to find each other – and so students and other stakeholders know where and when to find us (would need to be updated each semester)
 - A protocol for meetings – e.g. when to have them, guidelines for structure, agenda, minutes, and outcomes – so time can be used strategically
 - Strategic usage of a text messaging system like Slack or Flock

Action 2.6: Align the evaluation of research productivity to be consistent across the P&T, Workload, and Support policies.

Champions: Dean, Associate Deans, DDR, Workload Committee (Ad Hoc), Area Coordinators. Delivery date: August 1.

Methods

- Set research goals and standards using external referents.
- Make standards transparent and consistent.
- Communicate about research-related releases for workload each year.

Action 2.7: Get ranked on Academic and Industry Lists

Champions: Dean, Assistant Dean *with support from Leadership Team, Staff, Faculty, Alumni.* Delivery date: August 1.

Methods

- Identify variables used by the ranking organizations
- Identify methods to capture this data for COB
- Capture the data, compare to benchmarks, communicate with faculty and staff about performance
- Develop strategies to improve on the ranking variables (areas, department, staff, Advisory Board)
- Administration prioritizes strategies
- Implement strategies
- Capture data again... revise strategies, repeat

Action 2.8: Develop philanthropy programs that reach students, alumni, faculty, administrators, and others

Champions: Sr. Development Officer. Delivery date: April 1.

Methods

- Prepare faculty and students to conduct basic philanthropic activities
- Seek faculty and staff input and cooperation in identifying prospects/contacting alumni

Action 2.9: Communicate about the Strategic Plan

Champions: Dean. Delivery date: January 19.

Methods

- Identify process Champions, expected outcomes, measures of success, resource requirements
- Make sure everyone is engaged
- Identify weaknesses and improve processes to make things more efficient/effectively achieve strategy
- Support faculty and staff with learning, development, and resources
- Review measures and report back to everyone

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

URI GOAL 2: EXPAND RESEARCH, SCHOLARSHIP, & CREATIVE WORK

COB GOAL 3: INCREASE RESEARCH PRODUCTIVITY AND GRADUATE EDUCATION IN THE COLLEGE.

Metrics: % of faculty who are academically qualified (AS); number of publications; number of publications in top tier journals; % of publications in top tier publications; impact of publications; applications for graduate programs; quality of applicants to graduate programs; number accepted applicants who attend; program rankings; graduate student placements; new offerings

OBJECTIVE: CREATE A CULTURE OF SUPPORT AND CELEBRATION OF RESEARCH.

Action 3.1: Support active researchers.

Champions: Dean, Associate Dean, DDR, PhD/Research Committee. Delivery date: August 1.

Methods

- Facilitate transparent access to funds for faculty and student research.
- Promote target journals that are widely recognized as top tier journals.
- Formalize faculty mentoring and support skill development.
- Start a behavioral lab.
- Create a formalized subject pool.
- Pursue an umbrella IRB application; streamline process.
- Plan formal and informal talks where researchers can interact, share ideas, and get feedback.
- Continue to support pursuit of external funding (e.g. grant writer).

Action 3.2: Improve scholarly reputation of the College of Business

Champions: Dean, Associate Dean, DDR, PhD/Research Committee, Communications Person, Employer Outreach Person. Delivery date: August 1.

Methods

- Provide greater incentives for publications in top tier journals.
- Facilitate partnerships with industry or executive research that increase access to data to yield insights to applied business problems.
- Grow PhD program and support for PhD students; network and publish with PhD students to improve their placements.
- Communicate about the value and impact of our research. *Was part of Goal 2*
- Expand and develop the Health Care MBA.
- Differentiate URI MBA, MS, and PhD programs from competitive offerings.
- Improve graduate curriculum by making data-informed changes.
- Explore other graduate/post-bachelor programs where we can leverage strengths and share expertise
- Build on key strengths in social responsibility and analytics. Join PRME. Emphasize analytics through grant outreach and Certificate programs.

**“WE ARE NOT AN IVORY TOWER.
WE ARE A LIGHTHOUSE TO THE WORLD.”**

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.

Metrics: % of courses that have global components; % of global components in courses that have global; % of courses that have global learning outcomes; # of cultural events; # of participants in study abroad; international student yield; scholarship dollars for global outreach; number of international visiting scholars and speakers

OBJECTIVE: PREPARE STUDENTS TO BE ENGAGED, INFORMED CITIZENS POSITIVELY IMPACTING RHODE ISLAND, THE NATION AND THE WORLD

Action 4.1: Expand global perspective embedded in curriculum.

Champions: Dean, Associate Deans, Global Steering Committee, Graduate and Undergraduate Curriculum Committees.
Delivery date: May 30.

Methods

- Establish a Global Steering Committee
- Promote flexibility, intellectual curiosity, social responsibility, openness to different ideas and values, and the importance of communicating and listening.
- Encourage faculty to engage in global outreach for teaching and research.
- Increase student and faculty participation in global activities and events focused on different global cultures.

Action 4.2: Broaden global experiential opportunities.

Champions: Dean, Associate Deans, Global Steering Committee. Delivery date: May 30.

Methods

- Increase offerings and participation in faculty-led study abroad opportunities in J-term and summer, study abroad, internships, and global engagement opportunities.
- Offer combined academic advising workshops with the Office of International Studies.
- Provide advisement for advanced planning so students are more likely to incorporate global opportunities into their curriculum.
- Continue to pursue strategic international partnerships and gain a global presence.
- Encourage faculty to promote URI COB programs to increase international student yield.
- Improve scholarships for domestic students to participate in global outreach and scholarship support with international partners.
- Increase the diversity of international students.
- Increase the number of international visiting scholars and speakers

**“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.

Create an active community that engages in open discourse, and enhanced understanding about what it means to be a diverse and socially just community.

Action 5.1: Develop Diversity Program.

Champions: Dean, Assistant Dean, Diversity Committee. Delivery date: May 30, December 30.

Methods

- Engage in recruiting events that target diverse students.
- Hire a diversity champion.
- Inventory current diversity activities.
- Gather data on diversity and increase diversity.
- Increase opportunities for students, faculty, and staff to gain insights into the values of others, respect for alternative points of view, empathy, and emotional intelligence.

“COMMON SENSE AND SURPRISINGLY LARGE THINKING”