



Strategic Plan 2018-2023

THE
UNIVERSITY
OF RHODE ISLAND
COLLEGE OF
ENGINEERING

Mission Statement

Through innovative education and high impact research, the College of Engineering prepares its graduates with exceptional capabilities to create knowledge and to engineer practicable solutions for Rhode Island, the nation, and the world.

Vision Statement

The College of Engineering will be recognized as a leading institution with a global reach for distinctive research and education, and a first choice for students and faculty with a passion for engineering.

Goals & Strategies

Goal A: New Facilities for Ocean Engineering at the Bay Campus

- Strategy A1. Obtain funding to support campaign
- Strategy A2. Assure plan is included on ballot for bond funding
- Strategy A3. Develop and implement campaign plan to gain voter approval
- Strategy A4. Finalize plan for new OE facilities

Goal B: Expanded Research Opportunities

- Strategy B1. Incentivize faculty to attract more funding for interdisciplinary research
- Strategy B2. Expand graduate student enrollment
- Strategy B3. Expand post-doctoral positions in the College of Engineering
- Strategy B4. Seek funded opportunities to collaborate with industry
- Strategy B5. Strengthen the identity of the COE

Goal C: An Enhanced Undergraduate Educational Experience

- Strategy C1. Introduce new teaching pedagogies to enhance core curriculum
- Strategy C2. Improve outreach and recruitment to achieve better selectivity and diversity
- Strategy C3. Enhance professional development for undergraduates

Goal D: Better Recognition of the New College of Engineering

- Strategy D1. Strengthen the identity of the COE

A young man with short brown hair, wearing a blue and black raglan shirt, is holding a yellow and white robotic device. The device has a yellow conical front and a white cylindrical body with various mechanical components visible. He is standing in a laboratory or workshop with large white pipes and blue structural elements in the background.

Goal A: New Facilities for Ocean Engineering at the Bay Campus

New Facilities for Ocean Engineering at the Bay Campus (Goal A)

Strategy A1. Obtain funding to support campaign

Action Item A1.1 Develop a campaign plan and obtain funding

Metric: A plan is developed and funding is raised (\$300,000)

Target date: January 2019

Responsible individual(s): Dean, Development Officer, Department

Action Item A1.2 Secure funding from University, industry, alumni, friends of the COE

Metric: Working with the URI Foundation and the BEC, implement the campaign to raise \$5 to \$10 million dollars for the bond match, new equipment and startup funds for the new ocean engineering facility.

Target date: \$2 million dollars by September 2019 with an additional \$3 million dollars by October 2020.

Responsible individual(s) Dean, Development Officer, Department

Strategy A2. Assure plan is included on ballot for bond funding

Action Item A2.1 Work with university officials, industry, government and alumni to assure the ocean engineering facility is included on the 2020 bond.

Metric 1: A study is completed detailing the economic impact of the new OE facility.

Metric 2: Industry and alumni provide supporting statements supporting to university officials.

Target Date: August 2019

Metric 3: Letters of support from Industry are delivered to key university and government officials.

Target Date: January 2020

Metric 4: Provide testimony at the House and Senate finance committee meetings.

Target date: March 2020

Responsible individual(s): Dean, President

Strategy A3. Develop and implement campaign plan to gain voter approval

Action Item A3.1

Metric: Along with the URI Communications and Marketing operations implement the campaign plan to gain voter approval.

Target date: September 2020

Responsible individual(s): Dean, COE Director of Marketing,
URI Director of Communications and Marketing

Strategy A4. Finalize plan for new OE facilities

Action Item A4.1

Metric: The resources of the 2018 Bond are used to develop design drawings for the new OE facility.

Target date: January 2021

Responsible individual(s) Dean, Architect, Department

A photograph of two men in a laboratory setting. The man on the left, with light brown hair and a beard, is wearing a light blue and white striped button-down shirt. The man on the right, with dark hair and glasses, is wearing a white polo shirt. They are both smiling and looking towards the camera. They are working on a robotic arm with a black frame and a purple cable. The background is a blurred industrial or laboratory environment.

Goal B: Expanded Research Opportunities

Goal B. Expanded Research Opportunities

Strategy B1. Incentivize faculty to attract more funding for interdisciplinary research

Action Item B1.1 Provide resources to attract talented young faculty in emerging research areas or strengthen existing research areas

Metric: Two new faculty hired per year

Target date: May 2019, 2020, 2021, 2022, 2023

Responsible individual(s) Dean, Development Officer

Action Item B1.2 Add an Associate Dean for Research and an Associate Dean for Academics to COE staff

Metric 1: Associate Dean for Research is appointed

Metric 2: Associate Dean for Academics is appointed

Target date: Metric 1 & 2 — February 2019

Responsible individual(s) Dean

Action Item B1.3 Identify opportunities for new interdisciplinary research and attract center-scale research awards

Metric 1: Three new interdisciplinary research centers are established.

Metric 2: Research funds are increased by at least 10% each year.

Target date: May 2020, May 2021, May 2022

Responsible individual(s) Associate Dean for Research

Action Item B1.4	Support the purchase and maintenance of research equipment with funds and staff
Metric 1:	An equipment / maintenance fund is established and funded.
Metric 2:	Core laboratory managers are hired.
Target date:	Metric 1 – September 2019; Metric 2 – May 2019, September 2020, September 2021
Responsible individual(s)	Dean, Associate Dean for Research, Development Officer
Action Item B1.5	Add a pre-award SRGA, grant writers and a research / fellowship coordinator to COE staff
Metric:	SRGA, grant writers and coordinator are added to staff
Target date:	September 2019
Responsible individual(s)	Dean
Action Item B1.6	Upgrade and expand the distribution of materials covering COE research activity
Metric:	An improved COE research publication is distributed within and beyond the University.
Target date:	Twice per year, each year.
Responsible individual(s)	Associate Dean for Research
Action Item B1.7	Consider renaming and restructuring the College into the College of Engineering and Applied Science
Metric 1:	A study group is formed and charged with developing a rationale and recommendation.
Metric 2:	Study group report is delivered to the Dean.
Target Date:	Metric 1. September 2018; Metric 2. October 2019
Responsible individual(s)	Dean, Associate Dean for Research

Strategy B2. Expand graduate student enrollment

Action Item B2.1 Increase endowment for PhD graduate student scholarships with the goal of supporting a select group of first year graduate students for one semester

Metric: A select group of first year PhD graduate students is supported for one semester

Target date: September 2023

Responsible individual(s) Dean, Associate Dean for Research, Development Officer

Action Item B2.2 Initiate international MOUs for direct recruitment of fully-funded Masters degree students from other countries (include expansion of IEP dual degree program)

Metric: Add two MOUs per year

Target date: September of each year

Responsible individual(s) Associate Dean for Academics, IEP Executive Director

Action Item B2.3 Consider offering advanced courses at the Providence Campus and expanding the Westerly (Electric Boat) program

Metric: Department recommendations are submitted to the Dean

Target date: May, 2019

Responsible individual(s) Associate Dean for Academics

Action Item B2.4 Consider creating a non-thesis, professional Master of Science degree
Metric: The feasibility of a non-thesis, professional Master of Science degree is evaluated by the Graduate Curricular Affairs Committee

Metric: The feasibility of a non-thesis, professional Master of Science degree is evaluated by the Graduate Curricular Affairs Committee

Target date: May, 2019

Responsible individual(s) Associate Dean for Academics

Action Item B2.5 Consider increasing the number of EGR Courses at the 500 and 600 level

Metric: Add one EGR graduate course every two years

Target date: May, 2019

Responsible individual(s) Associate Dean for Academics
COE Graduate Curriculum Committee

Strategy B3. Expand post-doctoral positions in the College of Engineering

Action Item B3.1 Create an endowment for post-doctoral positions with the goal of supporting a select group of first-year post-doctoral positions for one semester

Metric: A select group of first year post-doctoral positions is supported for one semester

Target date: September 2020

Responsible individual: Associate Dean for Research, Development Officer

Strategy B4. Seek funded opportunities to collaborate with industry

Action Item B4.1 Use the benefits of the new facility to attract industry research partners

Metric: One new industry partner is working with COE researchers each year

Target date: October of each year

Responsible individual: Associate Dean for Research
Industrial Advisory Councils
Business Engagement Center

Strategy B5. Strengthen the identity of the COE (same as Strategy D1)

Action Item B5.1 Increase the COE marketing staff

Metric: A new marketing person is hired

Target date: September 2019

Responsible individual: Dean

Action Item B5.2	Identify key target audiences for broadening the identity of COE (same as Action Item D1.1)
Metric:	A distribution list of key target audiences is delivered to Dean
Target date:	November 2018
Responsible individual:	Dean, Associate Dean for Research
Action Item B5.3	Upgrade marketing materials, with focus on exclusive research identifiers for key targeted audiences (same as Action Item D1.2)
Metric 1:	Marketing materials are tailored for one-on-one meetings with key companies
Metric 2:	Marketing materials are targeted for audiences that publish rankings
Metric 3:	Marketing materials are targeted for prospective graduate students
Target date:	February 2019
Responsible individual:	Dean, COE marketing specialist
Action Item B5.4	Introduce a presence of Ocean Engineering into the new facility (same as Action Item D1.3)
Metric:	Space is dedicated and an interactive OE display is implemented
Target date:	September 2019
Responsible individual:	Dean, OE Department Chair

A female student with dark hair in a ponytail, wearing a white lab coat and blue gloves, is working in a laboratory. She is holding a small vial in her right hand and a pipette in her left hand, carefully transferring liquid. The background is a blurred laboratory setting with various equipment and shelves.

Goal C: An Enhanced Undergraduate Educational Experience

Goal C. An Enhanced Undergraduate Educational Experience

Strategy C1. Introduce new teaching pedagogies to enhance core curriculum

Action Item C1.1 Solicit from departments areas of interest for new pedagogies, along with requests for needed resources

Metric: Report from each department chair to Dean.

Target date: September of each year.

Responsible individual(s) Dean, department chairs

Action Item C1.2 Support a select group of departments in their initiatives for new pedagogies

Metric: Department chair receipt of resources from Dean.

Target date: December of each year.

Responsible individual(s) Dean

Action Item C1.3 Prepare an annual department self-evaluation report on the implementation of new and innovative teaching pedagogies

Metric: Annual self-evaluation report submitted to Dean.

Target date: May of each year

Responsible individual(s) Dean, department chairs

Action Item C1.4 Initiate an annual interdepartmental workshop on new pedagogies conducted by the COE Curriculum Affairs Committee

Metric: Minutes of workshop are distributed to all faculty through Dean's office.

Target date: May of each year

Responsible individual(s) Assistant Dean of Student Affairs, Undergraduate Curriculum Affairs Committee

Action Item C1.5	Improve student experience by encouraging faculty to develop project-related, hands-on courses
Metric:	TAs are added or redistributed to allow for two such courses to be developed each year.
Target date:	September of each year.
Responsible individual(s)	Assistant Dean for Student Affairs
Strategy C2.	Improve outreach and recruitment to achieve better selectivity and diversity
Action Item C2.1	Track CCRI transfer students and develop a proactive plan to leverage free tuition program at CCRI to improve COE selectivity, diversity
Metric:	Report submitted to Dean.
Target date:	October 2023
Responsible individual(s)	Assistant Dean of Student Affairs
Action Item C2.2	Evaluate, track and develop a proactive plan to leverage the CCRI / URI dual enrollment program to improve COE selectivity, diversity
Metric:	Number of students transferring from CCRI to COE is increased by 30%.
Target date:	October 2023
Responsible individual(s)	Assistant Dean of Student Affairs
Action Item C2.3	Increase scholarship aid for students
Metric:	15% increase in the number of students receiving scholarships each year.
Target date:	September of each year.
Responsible individual(s)	Development Officer

Action Item C2.4 Consider increasing the GPA threshold for acceptance into COE

Metric: A report on the impact of a 2.5 GPA threshold for prior year classes is submitted to Dean.

Target date: September 2019

Responsible individual(s) Assistant Dean for Student Affairs

Action Item C2.5 Introduce outreach and program coordinator functions into COE staff

Metric: Outreach and program coordinator functions are brought into COE.

Target date: September 2022

Responsible individual(s) Associate Dean for Academics, COE Marketing Specialist

Action Item C2.6 Add recognition incentive to outreach efforts

Metric: Provide space for outreach activities and publicity coverage for these activities.

Target date: June 2020

Responsible individual(s) Associate Dean for Academics, COE Marketing Specialist

Action Item C2.7 Coordinate and support the invitation of high school groups to activities at new building

Metric: Ten high school group activities during first year.

Target date: August 2020

Responsible individual(s) Diversity Director (?), Outreach Coordinator

Strategy C3. Enhance professional development for undergraduates

Action Item C3.1 Introduce networking opportunities between undergraduates and alumni / industry partners in the new facility

Metric: Eight events per year

Target date: May 2020, and beyond

Responsible individual(s) Internship and LLC Coordinator,
Associate Dean for Academics

Action Item C3.2 Build on the current concept of the Research Fair for undergraduates

Metric: Two per year with at least 10 faculty involved

Target date: May 2020

Responsible individual(s) Internship and LLC Coordinator,
Associate Dean for Academics

Action Item C3.3 Introduce a mentoring program for undergraduates, exploring mentoring options

Metric: Pilot mentoring program introduced.

Target date: May 2020

Responsible individual(s) Academic Affairs Coordinator

Action Item C3.4 Explore the feasibility of an internship-for-credit option

Metric: A report on the feasibility of an internship-for-credit option is submitted to the Dean.

Target date: May 2019

Responsible individual(s) Academic Affairs Coordinator

A background image of a male student in a white lab coat, balancing a beaker containing pink liquid on his head. He is looking directly at the camera. The image is semi-transparent, allowing the text to be overlaid.

Goal D: Better Recognition of the New College of Engineering

Goal D. Better Recognition of the New College of Engineering

Strategy D1. Strengthen the identity of the COE (same as Strategy B5)

Action Item D1.1 Increase the COE marketing staff (same as Action Item B5.1)

Metric: A new marketing person is hired.

Target date: September 2019

Responsible individual(s) Dean

Action Item D1.2 Identify key target audiences for broadening the identity of COE (same as Action Item B5.2)

Metric: A distribution list of key target audiences is delivered to Dean.

Target date: November 2019

Responsible individual(s) Dean, Associate Dean for Research

Action Item D1.3 Upgrade marketing materials, with focus on exclusive research identifiers for key targeted audiences (same as Action Item B5.3)

Metric 1: Marketing materials are tailored for one-on-one meetings with key companies.

Metric 2: Marketing materials are targeted for audiences that publish rankings.

Metric 3: Marketing materials are targeted for prospective graduate students.

Target date: February 2019

Responsible individual(s) Dean, COE Marketing Specialist

Action Item D1.4 Introduce a presence of Ocean Engineering into the new facility (same as Action Item B5.4)

Metric: Space is dedicated and an interactive OE display is implemented.

Target date: September 2019

Responsible individual(s) Dean, OE Department Chair

Action Item D1.5 Develop and implement plan to improve the ranking(s) of the COE (Ray will flesh out this action item)

Metric 1: COE undergraduate program is ranked within the top 100.

Metric 2: COE graduate programs are ranked within the top 100.

Target date: May 2020; May 2022

Responsible individual(s) Dean