

University of Rhode Island Academic Strategic Plan 2016-21

Working Draft Document

Joint Committee on Academic Planning (JCAP)

URI Academic Vision at <http://web.uri.edu/academic-planning/college-department-and-division-plans/>,
URI Values: [Cornerstones](#)

Overarching Focus

The University of Rhode Island aspires to nothing less than **strategic excellence** in all areas of academic pursuit and institutional investment. As such, all institutional efforts and initiatives outlined in this Academic Strategic Plan will emphasize and focus on:

Innovation

- New engaging and **innovative** pedagogies, research, and academic programs that foster learning and success in matters of critical importance in the world
- Exciting and relevant collaborations deeply rooted in **innovation** that push the frontiers of learning, discovery, and problem solving
 - New applications of technology that promote **innovation**, engagement, efficiency and effectiveness
 - A community that reflects **innovation** and a commitment to strategic institutional advancement in all areas
 - **Innovative** models and processes for effective delivery of administrative processes in all divisions of the University in order to foster innovation

** Actions Proposed – Many of the actions below and throughout the Plan were developed by task forces. They are numerous and meant to be suggested actions towards realizing a goal and as a way to implement the strategy. These actions will likely change and not all of them are expected to be implemented.*

Goal 1 --- “Enhancing Student Success”

Transform undergraduate and graduate student learning and academic support with a firm commitment to student success and the development of knowledgeable, skilled, and engaged graduates prepared for an ever-changing world

Strategy 1 – Expand pedagogical approaches across the curriculum focused on engaging students in learning

Actions Proposed

1. Promote use of engaging pedagogical approaches (e.g. flipped classrooms, team-based/problem-based learning, less hierarchical/more facilitative pedagogy, study groups, action research, students teaching students)
2. Implement widespread data analytics and self-paced learning options in courses

3. Promote increased faculty-student and student-student interaction (e.g. instructor-student feedback cycle, peer assessment/review, early alerts)
4. Expand the scope and strategy of the Honors Program to ensure engaging outcomes and to enhance recruitment and retention of high achieving students and seek external investment to ensure its continued vitality
5. Explore options that allow for students to design or customize their own majors
6. Coordinate curriculum (align curriculum among multi-section courses, upper and lower level courses), integrate civic engagement and experiential learning projects (e.g. “Unclassroom,” integrated clinical experience), and ensure programs actively engage students in integration, synthesis, and application of knowledge
7. Advance student support through information literacy
8. Expand online course offerings for all students and for targeted populations (adult learners)

Strategy 2 – Significantly expand opportunities as appropriate within all majors for experiential learning and restructure academic and career advising to better support students in meeting their life goals

Actions Proposed

1. Move toward a model of professional advising, especially in early years of the student experience, and systematically assess the effectiveness of advising at all levels
2. Emphasize internships and experiential learning opportunities through knowledgeable advisors and a strong collaboration between the Center for Career and Experiential Learning (CCEE) and advisors in all areas
3. Expand efforts to make graduate students and their advisers aware of and prepared for both academic and non-academic careers
4. Cultivate experiential/project-based learning offered early in student’s college career, valued, and tracked in every undergraduate major and in all graduate degree programs
5. Expand advisory boards/groups for all majors and/or Colleges with goal of promoting internships and mentorships, where potentially useful
6. Develop greater coordination between the CCEE and departments/programs including the assessment of graduates and their success
7. Re-conceptualize and affirm (collaboratively among faculty and areas) the meaning and intent of service learning and undergraduate student research and reorganize the undergraduate student research funding program to ensure it is fully available to and meets the needs of engaged students
8. Develop more interdisciplinary learning opportunities for all students and professional master’s degree programs

Strategy 3 - Facilitate the implementation of new learning pedagogies and expand modes of course delivery and assessment by leveraging space and time in new ways

Actions Proposed

1. Strategically plan and allocate space and technology to facilitate interdisciplinary collaborations and connections among and between faculty, students, and graduate students
2. Transform the scheduling of classes to effectively meet new pedagogical approaches including service and experiential learning

3. Expand interconnectivity between campuses by improving intercampus transportation options, developing an effective administrative and academic integration among Providence, Kingston, and Bay campuses, and advancing digital integration
4. Facilitate learning through collaborative use of resources [e.g. inter-professional education (IPE), area/topic cluster courses]
5. Consider alternate course delivery systems that facilitate engagement, deep learning, student on-time graduation, and exploration in other majors (e.g. 4-credit courses, half-semester modules, pass/fail option, auditing, J-term offerings, certifications, credit system/seat time) that also address the needs of academically challenged students
6. Support the University Libraries plan to accommodate the increasing demand for academic support services
7. Implement a variety of teaching methods and student assessments within the same course, where possible, and expand the utilization of technology applications to enhance learning
8. Support appropriate assessment strategies to measure learning outcomes for both undergraduate and graduate programs and ensure the Academic Program Review Committee's criteria is aligned with the Plan learning themes.
9. Strategically expand post baccalaureate online degree programs and certificates

Strategy 4 – Provide a comprehensive faculty development program, align incentives, and explore the opportunity for a faculty/teaching commons and expanded digital initiatives within the University Libraries

Actions Proposed

1. Coordinate extended opportunities for faculty development (e.g. utilize faculty expertise, networking, shared practices, faculty sharing forums, learning communities, faculty development series, online resources for faculty) in collaboration with the Office for the Advancement of Teaching and Learning (ATL)
2. Promote initiatives designed to assist faculty in recognizing different student learning styles and develop inclusive curricular and assessment strategies
3. Advance digital initiatives, the digital commons, and open access within the University libraries, and pursue consortium opportunities that would effectively serve the University
4. Expand the campus Library's Learning Commons with a Teaching Commons focused on faculty and the advancement of teaching and learning
5. Create feedback structure with ATL so that faculty who want feedback on their teaching can receive site visits, consultation etc.
6. Provide faculty with instructions and resources for applying Student Ratings of Instruction results toward course modification with the aim of improvement

Strategy 5 - Reframe and redefine liberal education at URI in the context of the 21st century

Actions Proposed

1. Frame and emphasize value of liberal learning as foundational platform for intellectual inquiry and development (all majors) with the potential to be intellectually rewarding, personally fulfilling, and economically beneficial
2. Engage students with pedagogies of problem solving through historical, contemporary, and personal perspectives, and connect these habits of mind to lifelong learning.

3. Expand formal programs and opportunities for undergraduate research and increase the integration of faculty research into courses.
4. Refigure and present the undergraduate experience as lifelong learning and introduce its meaning, importance, and pursuit starting at matriculation
5. Facilitate curricular and teaching strategies that highlight student agency, learning outside of formal class structures, and curricula that enhance building connections, integration and synthesis, and broad contextual perspectives
6. Explore institutionalizing an e-portfolio initiative to integrate student knowledge and development and serve as an assessment of their accomplishments, in addition to the traditional student transcript
7. Encourage and increase collaboration between departments that would lead to innovative, interdisciplinary masters and doctoral programs.

Strategy 6 – Focus on access and affordability and Improve credit and degree completion rates (with specific attention in data reporting to under-represented, economically disadvantaged, international, out-of-state, in-state, students) for all undergraduate and graduate students

Actions Proposed

1. Focus and expand efforts to ensure student successes in gateway courses and continually assess those efforts
2. Successfully implement the new general education curriculum comprising new and revitalized courses
3. Engage more full-time faculty in teaching of general education courses and highlight the critical importance of faculty efforts and continuous innovation in these courses
4. Target appropriate financial aid to support economically disadvantaged students and the retention of out-of-state students
5. Assess and identify progress and gaps in programs and services that are focused on student access, at risk students, and overall student success, including academic and student support services
6. Ensure effective organization/structuring of curriculum and academic policies to promote ease in transferring to URI from other colleges and within URI between majors, reduce redundancy/duplication of work, eliminate unnecessary prerequisites
7. Continue to refocus URI 101 on student responsibilities for academic planning and success, including preparation to achieve professional, career, life goals
8. Develop specific strategies to Improve retention of graduate students and ensure timely completion of advanced degrees
9. Support and expand dual enrollment and statewide articulation agreements to expand access to college-credit bearing courses
10. Advance degree completion efforts, including efforts like “Finish What You Started” that target special at risk populations and/or bring students back to the University to complete degrees

Goal 2 – “Expanding research, scholarship, and creative work”

Achieve high-impact, translational, and innovative research, scholarship, and creative work that addresses State, regional, and world challenges to improve health, environmental sustainability, economic development, and the human experience

Strategy 1 – Broaden the resources and support in order to significantly grow research opportunities with the state, nation, and world and demonstrate value and recognition for the multiple forms of scholarship

Actions Proposed

1. Generate research, scholarship, and creative work across all academic disciplines with emphasis in four core strategic and trans disciplinary themes: (a) Health, (b), Science and Technology (c) Environment, and (d) Liberal Learning and Scholarship for the 21st Century
2. Selectively recruit senior level faculty hires in critical areas where University is underrepresented or needs to accelerate development
3. Enlist senior research faculty to mentor, advise, and assist early-career tenure track faculty
4. Establish clear and open lines of communication about elements that are used to measure research productivity by faculty that appropriately values the varying types of disciplines and scholarship
5. Focus on enhancing the University Libraries to support research, scholarship, and creative work and make “special collections” a centerpiece of academic scholarship and a distinctive element of URI and the State of Rhode Island
6. Continue and extend commitment to international collaborations
7. Ensure effective research infrastructure, including (or e.g.,) the establishment of a vivarium research facility and a high performance computing center
8. Leverage federally supported small business funding mechanisms as a source for supporting faculty research and translation of that research into commercial applications
9. Ensure the library provides graduate students and faculty access to current online publications and databases, and access to print collections in nearby libraries

Strategy 2 - Foster inquiry-based interdisciplinary knowledge and the Scholarship of Teaching and Learning (SoTL) and build greater connections across disciplines and academic units

Actions Proposed

1. Recognize the Scholarship of Teaching and Learning (SoTL) (e.g. promotions, awards, grants, tenure, advancement, citations)
2. Better market, share, and publicize faculty and student research to key stakeholders within and outside the University across multiple media outlets and Open access and digital commons
3. Improve infrastructure to serve faculty’s multidisciplinary Research, scholarship, and creative work.
 - a. Develop an interactive, visible, searchable website that lists faculty areas of expertise in research, teaching, and service and faculty research accomplishments

- b. Explore establishing differentiated and individualized options for faculty academic work loads that better match interests, capabilities, and University needs and reflect faculty changing interests and abilities over time, e.g., increased teaching activities in exchange for reduced research activities, reduced teaching for increased research activities with proven track record
- c. Expand opportunities to build vertical research teams with interdisciplinary components
- 4. Attract new graduate students by developing new programs and renewing existing program
- 5. Ensure that University-supported graduate assistantships (teaching and research) are: strategically and equitably allocated to best support teaching and research needs and graduate program advancement; supportive of interdisciplinary programs; and reviewed on a regular basis
- 6. Create permanent structures to allow graduate teaching assistants to develop and receive feedback on their teaching
- 7. Create professional development opportunities for graduate students without teaching assistantships to gain experience and knowledge about pedagogy

Strategy 3 – Target research initiatives that impact economic and workforce development

Actions Proposed

- 1. Expand and nurture synergistic partnerships and funding with various stakeholders (e.g., corporations, philanthropic, governmental, and community-based organizations) at local, state, national and international levels
- 2. Build public support and appreciation for the University’s research, scholarship, and creative work and its interconnectedness with economic and workforce development and enhancing quality of life in RI
- 3. Strongly emphasize experiential undergraduate and graduate learning and research through integrative services, programs, and courses
- 4. Develop wide range of 1 or 2 credit research/professional courses, or topical modules, that have value and appeal across broad disciplines
- 5. Implement innovations in digital technology and communication skills for researchers, developing and preparing grant applications, preparing graduate fellowship applications, writing Institutional Review Board (IRB) submissions, or using the visual arts for enhancing graphics and illustrations in scientific writing and presentations

Strategy 4 - Involve undergraduate and graduate students in rich and varied research, creative projects and other opportunities

Actions Proposed

- 1. Develop coordinated support services for undergraduate research and explore the potential as to whether to create an office or center to better support and organize these activities
- 2. Increase student knowledge of preparing scholarly proposals
- 3. Create research-based courses to fulfill core major and/or general education requirements
- 4. Expand J-term research-based, creative, innovative courses/projects
- 5. Begin the process of engaging students early for seeking external funding that targets those from underrepresented groups, first generation, low income, and those in areas that often do not

- involve undergraduates in research or creative activities. Seek similar diversity initiatives for graduate students.
6. Generate widespread regular communication of funding opportunities and successfully completed student/faculty research engagements

Strategy 5 – Develop high performance and research computing initiatives to facilitate research and advance “big data” analyses and applications across all disciplines

Actions Proposed

1. Procure and support needed computational resources to assist faculty and students and provide a learning and training environment for researchers and students, including:
 - a. Technical support for computational, mathematical, and statistical consulting related to High Performance Computer (HPC) enabled research
 - b. Incentives for the formation of interdisciplinary research teams around HPC to embrace broad involvement by the URI community
 - c. Training and educational support for researchers and students
 - d. Coordinated support for teams seeking external funding that will be enabled and enhanced through the use of HPC and research computing resources.
 - e. Student and instructor access to data, HP and research computing, and advanced analytical tools to improve opportunities for learning critical problems solving in multiple disciplines
2. Encourage the “big data collaborative” to form an Institute for Data Intensive Discovery (ID2) to generate synergy among Big Data researchers and to coordinate related education and research activities across the campuses
3. Create undergraduate and graduate courses, certificates, programs, and minors in Big Data, Data Science and/or Data Analytics. Begin with Grand Challenge, Honors, and General Education courses Develop training and educational support for faculty and student users
4. Develop user policies and management plans that attract new users and encourage new and innovative ways to use computing in the humanities, arts, and education.
5. Provide incentives and organizational structure to foster a community of researchers in high-performance and research computing
6. Develop metrics such as usage by faculty and students, funds invested by deans for faculty start-up packages, and grant impact such as number of grant applications referencing the center
7. Ensure that graduate students have access to statistical expertise for their research.

Goal 3 – “Growing a Global Presence”

Advance the internationalization of the University, develop students as globally engaged citizens, and develop meaningful international strategic partnerships

Strategy 1 - Articulate and prioritize internationalization in institution-wide strategic plans and faculty hires

Actions Proposed

1. Encourage colleges and divisions to incorporate specific global initiatives into their planning consistent with University Academic Strategic Plan

2. Establish global committees and/or task forces within each college and division to monitor and assess progress of internationalization plans, including benchmarking with similar units at other institutions
3. Ensure that global education, research, service, and outreach are recognized and valued in promotion and tenure
4. Work to create a campus community that reflects the diversity of the global community
5. Provide professional development opportunities for faculty to help develop their global competence and incorporate global perspectives into their teaching where appropriate

Strategy 2 - Provide appropriate administrative leadership and structure to promote and coordinate the globalization efforts of the University

Actions Proposed

1. Assess current structures devoted to globalization efforts and consider revision to meet the strategic goal
2. Establish clear internal and external communications channels regarding internationalization efforts (e.g., global website, campus events, newsletters)

Strategy 3 – Create opportunities for the internationalization of the curriculum and co-curriculum to ensure that all students are exposed to global perspectives and build global competence

Actions Proposed

1. Partner with the Office of Advancement of Teaching and Learning (ATL) and other organizations to provide workshops for faculty focusing on teaching experiential and global courses
2. Formalize a global studies minor that reinforces student global competencies
3. Create experiences and opportunities such as international tracks, global certificates, expanded study abroad or domestic travel within majors and graduate programs
4. Expand students' global geographic, linguistic, and cross-cultural learning and world orientation by expanding course offerings in these areas across disciplines and departments
5. Increase number, breadth, and type of co-curricular activities that reinforce international elements of the curriculum, including the new global competency general education requirement
6. Develop, expand, and maintain curricula that are current and relevant to the global agenda

Strategy 4 – Create institutional policies and support mechanisms to provide faculty with opportunities to develop global competence to maximize the impact of these experiences on student learning outcomes

Actions Proposed

1. Increase international mobility opportunities for teaching, conducting research and attending conferences abroad
2. Expand efforts to inform faculty applications for international opportunities and provide support (e.g., Fulbright)

Strategy 5 – Expand support structures and efforts to increase numbers of domestic students engaging in an international education experience and the successful recruitment, enrollment and retention of international students

Actions Proposed

1. Expand opportunities for graduate and undergraduate students to gain an international education experience of study, research and/or internship (e.g., through an increased number of J-term and full-semester faculty-led study abroad programs, and through partnerships with international institutions and local globally-engaged organizations).
2. Standardize policy for international transfer of credit gained abroad across all colleges and keep database of transfer credits from international institutions that have been pre-approved by URI colleges
3. Effectively integrate study abroad into the curriculum by engaging advisors to communicate opportunities to students as well as providing effective preparation for students' global learning (e.g., introducing cross-cultural course options delivered prior, during and/or after the students' study abroad experiences)
4. Enhance partnership efforts for recruitment and enrollment of international graduate and undergraduate students (e.g., Education Service Providers, development of URI pathway program, Associates in Cultural Exchange (ACE) conditional admission)
5. Improve promotional strategies to better engage potential international graduate and undergraduate student applicants (e.g., print, video, and on-line admission materials in target languages)
6. Provide comprehensive support and inclusion for enrolled international graduate and undergraduate students (e.g., advising, peer support and organizations at the University and College levels, Peer Ambassador program, expanded housing options)

Strategy 6 – Formalize the process of the strategic planning and proposal review, approval, tracking and assessment of international partnerships

Actions Proposed

1. Identify strategic regions and countries that might serve as potential partner locations, based upon mission fit and ability to support and sustain collaborations
2. Create an interdisciplinary review team to examine and confirm that proposed collaborations are aligned with institutional mission, are fiscally viable, and have appropriate academic approvals
3. Streamline administrative process and legal review of collaborative agreements (e.g., Memoradums of Understanding/Agreements,)
4. Update Collaboration Proposal guidelines on URI website and communicate these to the Deans and faculty in all degree-granting colleges
5. Review partnerships annually for operational and programmatic effectiveness and communicate with partners to discuss and implement changes as needed

Goal 4 – “Embracing Diversity and Social Justice”

Inspire an enlightened community, characterized by vibrant, cultural diversity that embraces difference built upon a learning environment that fosters respect, understanding, and social justice and rejects prejudice and intolerance

Strategy 1 - Develop robust plans for diversifying faculty and staff by employing new and novel approaches that realize and retain greater numbers of diverse faculty

Actions Proposed

1. Encourage and support departments and colleges in using URI’s Affirmative Action Plan, institutional data, and best practices to increase the number of diverse faculty and staff.
2. Educate the community about systemic and structured discrimination and marginalization.
3. Inform the community of the success of efforts to diversify faculty, staff, and students.
4. Secure institutional commitment to eliminating disparities in recruitment, hiring, and retaining of employees, and ensure that all departments are accountable for diversity hiring and retention.
5. Ensure that search committees within departments and colleges understand and implement affirmative recruitment, hiring, and retention plans sensitive to diversity.
6. Elevate institutional recognition and visibility at all levels of teaching and scholarship that focuses on diversity, equity, and social justice, including ensuring appropriate consideration in the promotion and tenure process
7. Develop professional development and mentoring programs for staff and faculty from underrepresented groups at all career levels
8. Further advance and support work/life flexibility policies and practices
9. Engage college diversity committees and Presidential commissions in recruitment, retention, and fostering a welcoming, supportive, and inclusive climate for faculty.

Strategy 2 - Increase the recruitment, retention, and graduation of students from underrepresented groups, and provide support for their inclusion and success in the academic environment

Actions Proposed

1. Designate academic program liaisons to work with the admissions office recruitment efforts and develop outreach efforts to engage and excite underrepresented K-12 students about URI
2. Examine the use and impact on student success of diversity coordinators/advisors as mentors of undergraduate and graduate students from underrepresented groups
3. Expand student peer tutoring and support programs for underrepresented groups to increase success in Gateway and other challenging courses
4. Seek and secure external funding for programs (e.g., The Ford, and Gates Foundations) that support the inclusion and success of marginalized students in the academic environment
5. Educate faculty about effective mentorship of graduate students from under-represented groups and develop other targeted opportunities to increase diversity among graduate students
6. Develop targeted opportunities to increase diversity among graduate students

Strategy 3 – Create an active learning community among students, faculty, staff, and administrators that engages in open discourse and enhanced understanding about what it means to be a diverse and socially just community

Actions Proposed

1. Engage and inform faculty about inclusive pedagogy, classroom climate, practices and policies and diverse learning styles and encourage faculty scholarship in these areas
2. Expand undergraduate coursework addressing diversity and inclusion through infusion of course material in other existing courses and development of new courses
3. Urge graduate students from all departments and programs to participate in cultural competency courses as part of post-graduate education
4. Leverage the multicultural enhancement fund for course development in multicultural competency
5. Advance awareness and pedagogical sensitivity of equity and diversity through faculty and staff orientation and professional development programs
6. Incentivize faculty to integrate diversity and inclusion principles and practices in their work

Goal 5 – “Streamlining Processes to Improve Effectiveness”

Engender a highly professional work culture that celebrates “service” and is characterized by flexible, effective, and efficient processes and trust, support, and recognition towards greater institutional effectiveness

Strategy 1 - Develop new strategic and supportive human resource, affirmative action, and payroll administrative processes within all divisions of the University that enable efficiency and effectiveness in hiring, retaining excellent employees, and performance management

Actions Proposed

1. Lead a collaborative process to develop a workplace vision and organizational values for the University
2. Propose changes to the hiring process without compromising recruitment of diverse applicants, such as:
 - a. Update personnel classifications and re-engineer human resource processes into promote additional paperless electronic processes (including internal payroll)
 - b. Develop a system designed to hire qualified people for jobs at all levels in a timely manner
 - i. Determine optimal position approval process for most efficient hiring
 - ii. Improve timing in processes related to all aspects of hiring including processing forms, approval to interview, approvals for hiring offer, and appointments
 - c. Formally propose greater autonomy from the state classification system
 - i. Explore opportunities to allow for greater autonomy for approvals of new positions and performance based merit pay
 - ii. Forms should reflect greater sensitivity to diversity (e.g. gender orientation)

3. Ensure comprehensive recruitment strategies with competitive salaries, dual professional employment opportunities, faculty start-ups, and relocation assistance
4. All divisional/department heads should assess position descriptions annually to determine if required skill sets are current and to propose updates to better meet current and future workplace needs
 - a. Document the essential functions performed by current employees
 - b. Review job responsibilities to ensure they meet current needs and anticipate future needs; determine desired changes and work with HR to update and keep current
 - c. Identify new positions taking into account creative ways to accomplish goals (e.g. shared positions, hourly work, and other employment arrangements)
 - d. Prioritize positions strategically and develop a long-range (2-4 years) timeline for future funding requests
5. Reinvest in a staff development program and performance management system
 - a. Institute cross training or similar mechanism to allow decision-making and response time to flow more quickly for hiring offers, search related decisions, and performance management
 - b. Examine compensation and merit pay connected to performance management and professional development for greater organizational effectiveness
 - c. Strengthen the coordination between the areas of Community, Equity, and Diversity (including Affirmative Action, Equal Opportunity, and Diversity) and Human Resources Administration and other areas as applicable
 - d. Incorporate diversity and equity training into staff development programs

Strategy 2 - Prioritize and improve information technology to better meet future technology-related needs of the institution

Actions Proposed

1. Implement a shared governance process for Information Technology (IT)
2. Develop a comprehensive IT Strategic Plan in collaboration with the URI community
3. Develop annual priorities and a related funding plan
4. Annually assess all IT services to improve
5. Work towards the connectivity of software systems to ensure consistency and integration of systems and information across the University
6. Ensure the utilization of the systems and better assist staff in learning new systems

Strategy 3 - Explore new business and administrative processes that serve faculty, staff, and students with the goal to achieve the highest degrees of service and efficiency

Actions Proposed

1. In the Office of Budget and Financial Planning
 - a. Implement an interactive online budget and reporting system
2. In the Office of Legal Counsel
 - a. Delegate the review of certain types of contracts, such as maintenance agreements, equipment purchases, simple contracts, etc. and communicate the approval process

3. Introduce new information technologies to ease processing of student forms. Develop e-forms to track the progress of graduate students and facilitate their time to completion
4. In Business Services
 - a. Determine optimal centralization versus decentralization of business support services and consider the potential use of business support centers
 - b. Explore re-engineering opportunities with end-users; assess results for service and efficiency improvements
 - c. Develop more efficient processes for travel, purchasing, and administrative functions in all divisions and assess progress by division and function
 - d. Improve automation so that it is timely and responsive and not reliant on the presence of particular individuals
 - e. Assess processes and responses to ensure consistency, quality, and efficiency, including those in procurement
 - f. Seek greater purchasing autonomy from State; update policies and procedures in Purchasing
 - g. Streamline the Request For Proposal (RFP) and Bidding process
 - h. Utilize URI or Board of Education Master Pricing Agreement (MPA) contracts for services or goods purchased in volume at the Institutions, where no State contract exists
 - i. Complete a comprehensive study of whether travel agent services are cost and time effective and should be required of all offices
 - j. Work with State Office on the MPA process for State Travel Agency for best options or alternatives
 - k. Review Administrative Management Review Committee (AMRC) proposal to consolidate custodial services under Facilities Services and consider whether to implement

Strategy 4 - Improve Research administrative processes at all levels and within all units

Actions Proposed

1. Review options for streamlining and improving electronic processes with workflow approval for Research awards from proposal through post award
 - a. Ensure greater effectiveness in research compliance by reducing forms and time spent by faculty in completing paperwork and internal processes
2. Create more effective pool fringe rates for all URI employees to improve budget management and ease in proposal writing
3. Create a strong and effective program for mentoring potential principal investigators in grant writing and submission
4. Better aid faculty members in research administrative activities
5. Provide more effective and efficient legal support for research and compliance
6. Make the intellectual property process more effective and efficient from disclosure of inventions to patents

Strategy 5 - Develop processes and practices that enable Academic Affairs to more nimbly update curriculum, solve problems, and work collaboratively across disciplines in order to better meet needs of future learners

Actions Proposed

1. Update and streamline the program proposal process and course proposal and revision processes for graduate and undergraduate courses; remove unnecessary bottlenecks
2. Improve the time it takes for all forms to be processed by assessing time to completion of various academic processes and improving upon the process and timeliness of response and decision times
3. Address college academic issues, including those related to students, faculty, and staff, more expediently and locally, at the college level to the greatest extent possible

Strategy 6 – Explore changes in long-range space, facility, and capital improvement planning, including deferred maintenance plans and assess the campus planning efforts with the community to regularly make improvements

Actions Proposed

1. Comprehensively review the physical plant and maintenance priorities and develop a deferred maintenance plan with identified funding streams and report progress
2. Improve the effectiveness of capital projects planning and implementation
 - a. Track the time in various stages of capital planning to improve efficiency; identify bottlenecks and account for reasons of cost overruns
 - b. Improve cost estimating for capital projects and account in writing for reasons for cost overruns, redoing of work, underestimating projects
3. Assess potential improvements in the areas of small project management, traffic management and parking, winter storm and snow management and energy efficiency
4. Ensure that long range space planning reflects institutional priorities and is conducted in broad collaboration with the community

Goal 6 – “Implementing a Bold Advancement Agenda”

Elevate the stature of the University through robust and bold strategic Advancement initiatives designed to establish a strong and sustainable financial and marketplace position

The following strategies were coauthored between University and the URI Foundation leaders and representatives

Strategy 1 - Engender a University culture of philanthropy through strong University partnerships

Actions Proposed

1. Recognize the URI Foundation as the responsible organization for all fundraising on behalf of the University of Rhode Island, and as such, collaborative planning and regular reporting to the University should occur at various levels
2. Identify and jointly develop strategic funding priorities for the University through collaborative planning between institutional leaders and the Foundation
3. Educate University partners and the Foundation on the fundraising priorities of the University
4. Consider every University event an advancement opportunity, and develop coordinated cultivation and communication strategies as appropriate

5. Ensure that fundraising effectiveness, success, and accountability is embedded in the responsibilities of the deans, development officers, and the foundation leadership, and as such will be used as criteria for evaluations and hiring.
6. Develop a strategy to engage students and their families as well as faculty, staff, and the university community in a manner that elicits a sense of “pay it forward” and collective investment in the future of the university
7. Challenge and clearly communicate the expectation that every institutional advisory council and board member participate in University giving to model behavior critical to an advanced fundraising agenda

Strategy 2 - Maximize the effective working partnership between the Foundation and University leading to the launch of a comprehensive campaign

Actions Proposed

1. Clarify the roles, responsibilities, and expectations of each fundraising partner, including URI Foundation & Alumni staff, VP's, Deans, athletics, faculty, staff, etc.
2. Develop and communicate policies/guidelines regarding how we successfully conduct fundraising efforts/business, including standards in areas such as prospect management, gift acceptance, naming opportunities, and the comprehensive campaign
3. Collaborate on identifying University funding priorities and creating case statements for support
4. Facilitate transparent communication between the University and the Foundation through regularly delivered fundraising reports, consistent meetings, and joint evaluation processes with University leadership and Foundation staff, and education regarding best practices
5. Provide ongoing education and training of best practices
6. Implement a collaborative process for the development of individual prospect strategies
7. Develop plans for each College and key areas for annual giving (Annual Fund) and major gifts
8. Engage the Foundation leadership to ensure that endowment sufficiently supports the University and primary gift purpose and to incentivize future donor giving

Strategy 3 - Leverage University relationships to expand the pool of individual, alumni, foundation, and corporate prospects and donors

Actions Proposed

1. Identify emerging new University constituencies and friends to be evaluated as immediate or future development prospects
2. Develop processes that ensure that all appropriate university and foundation personnel appropriately share information that assists with the development process and prospect cultivation (e.g. contact reports)
3. Ensure strategic fundraising messaging in all University and Foundation communications, where appropriate, including consistent development messaging in individual college collateral materials, website, social media and other outlets
4. Leverage existing relationships of corporations and foundations, the Business Engagement Center, and other new business partners to expand the potential prospect base

5. Ensure that a major focus of our alumni outreach and engagement is focused on advancement and support of the University

Strategy 4 – Ensure a cutting edge infrastructure that supports a robust advancement operation

Actions Proposed

1. Enhance foundation-based prospect research, reporting, and capacity analysis and ensure that such information is accurate, timely, comprehensive, and utilized in developing prospect engagement strategies
2. Develop strategies and an actionable plan for integrating the work of the Foundation and Alumni Association
3. Develop a strong and effective prospect and donor research component for discovery for each College and unit and ensure information is current in relation to area strategic needs
4. Work with the Foundation to develop and implement creative and effective strategies to ensure sufficient financial support to achieve a robust and successful comprehensive campaign
5. Implement best practices (Council for Aid to Education (CAE), Council for the Advancement and Support of Education (CASE) and identify processes, strategies, and resources; identify and implement changes as needed