STRATEGIC PLAN
2012 - 2015

THE UNIVERSITY
OF RHODE ISLAND
COLLEGE OF
ENGINEERING

THINK BIG. WE DO™
College Mission

To prepare our graduates to be global leaders in a wide range of engineering disciplines, and to conduct research, which creates knowledge, products and services, for Rhode Island, the nation and the world.

College Vision

To be recognized for innovative engineering education and collaborative research, making the University of Rhode Island the preferred choice of outstanding faculty and students.
GOAL: A FINAL DESIGN FOR NEW, STATE-OF-THE-ART TEACHING AND RESEARCH FACILITIES IS APPROVED AND FUNDED.

STRATEGIES

A1. **Have an external A/E company develop a complete Master Plan**
   a. Develop RFP, interview and select A/E company
   b. Develop Master Plan drawings
   c. Develop economic impact analysis

A2. **Obtain funding for the COE Master Plan**
   a. Develop industrial, political and institutional support
   b. Develop a Future Fund account of $20 million for teaching and research equipment.
   c. Conduct a campaign directed at securing the GO bond on the 2014 ballot and developing voter support to pass it. (See Strategy B1.)

A3. **Construction drawings are completed and available to send to bidders**

METRICS

1. Master plan contract awarded to A/E company
2. Economic impact analysis completed
3. Master plan completed by A/E contractor
4. General Obligation (GO) bond is on the 2014 referendum ballot
5. GO bond is passed by voters
6. Final design drawings are completed by A/E contractor
GOAL: The College is marketed to key constituencies to achieve passage of the General Obligation bond for the COE Master Plan.

STRATEGIES

B1. Conduct a campaign directed at securing the GO bond on the 2014 ballot and developing voter support to pass it.
   
a. Clearly delineate the process for addressing key constituencies from now till passage of the bond referendum.
   
b. Identify key constituencies at each step of the process.
   
c. Establish a timeline associated with this process.
   
d. Acquire expertise to assist in addressing key constituencies.
   
e. Develop and execute a plan for successfully completing this process in a timely manner.

B2. Identify and enroll the support of other key individuals, alumni and corporations who can assist with the process.

B3. Develop an attendant publicity campaign for the process.
   
a. Produce appropriate marketing materials for campaign.
   
b. Engage media to provide support and coverage.

METRICS

1. A flow chart, with attendant timeline, is developed which clearly depicts the various stages and constituencies for achieving passage of the GO bond.

2. Key individuals and groups are enlisted to assist with the process.

3. A campaign plan is developed.

4. The GO bond is placed on the 2014 ballot and passed.
**GOAL:** The quality of undergraduate students in the COE is increased from recruitment to graduation.

### STRATEGIES

**C1** Increase involvement in pre-engineering programs

**C2** Improve the image of the COE.
   - a. Target and focus a marketing and public relations campaign to recruit high-quality students.
   - b. Ensure COE websites, brochures, newsletters, announcements and other activities are designed to improve and enhance the perception of COE.

**C3.** Improve the quality of teaching effectiveness.
   - a. Faculty to attend professional development workshops and short courses on improving teaching effectiveness.
   - b. Upgrade laboratory infrastructure.
   - c. Implement new and innovative delivery techniques.

**C4.** Increase grant writing for educational programs.

**C5.** Increase COE undergraduate student participation in living/learning communities.

**C6.** Improve the COE process to develop student internship and employment opportunities.

**C7.** Offer new and innovative undergraduate minors.

**C8.** Develop a COE annual report to document progress in quality improvement.

### METRICS

1. Average SAT scores of 1220 or higher (math and critical reading combined, as corrected for comparison to SAT-1 scores prior to 2005) are achieved for accepted students.

2. Retention of students has increased to 80% (freshman to sophomore).

3. Six-year graduation rate of engineering students has increased from 44% to 46%.

4. The number of degrees granted in all programs has increased by 10% over the 2010-2011 three-year average baseline.

5. At least one NSF K-12 program grant is received.

6. A COE Annual Report is submitted to the University administration.
GOAL: Research productivity, intellectual property development and graduate education in the College are increased from the current levels.

STRATEGIES

D1. Establish multidisciplinary research centers with academic institutions and industry partners and with the goal of multi-million dollar, multi-year funding.
   a. Establish two or three multidisciplinary research centers led by COE faculty.
   b. Develop these research centers to be self-sustaining within three years.

D2. Recruit established faculty who can make an immediate impact in research productivity in the research focus areas of COE.

D3. Increase proposal success rate by improving the resources of the pre-proposal process.
   a. Increase success rate for multidisciplinary awards of $500K or more.
   b. Diversify funding sources for proposals.
   c. Pursue opportunities to increase the participation of minority graduate students.
   d. Increase administrative support for the pre-proposal process.

D4. Enhance and increase post-award fiscal administrative support for research.

D5. Develop and offer a selection of graduate-level EGR courses with appropriate prerequisites that appeal to all departments.

METRICS

1. At least two multidisciplinary research centers are established within the COE.
2. Research expenditures reach $10 million per year by 2015.
3. Increase the number of graduate research assistants by 20 percent by 2015.
4. The number of patents awarded per year within COE is increased by 20 percent.
5. The number of patent applications has increased by 20 percent by 2015.
6. The three-year running average number of Ph.D. graduates has increased to a minimum of three in each graduate program.
**Goal:** Opportunities for student international experiences are expanded and diversified.

**Strategies**

**E1.** COE participation in the IEP is increased to 30 percent.

**E2.** A tiered approach to internationalizing the COE is utilized to include short-term and long-term opportunities abroad.

   a. Short and long term immersion opportunities are offered, covering breaks, J-term, semester and year-long opportunities.

   b. Global opportunities are designed with and without language requirements.

**E3.** Programs to attract excellent international undergraduate and graduate applicants are created.

**E4.** Communication within the College of student international opportunities is made more effective.

   a. Create additional IEP sections of EGR105.

   b. Create a COE webpage listing “international opportunities.”

   c. Engage participating students to conduct informal workshops, seminars, blogs, etc. on experiences and benefits of international education.

   d. COE faculty promote international opportunities to classroom students and advisees.

**E5.** A marketing plan for promoting the COE international experience, including the IEP, is developed and executed.

**Metrics**

1. New international programs of varying duration and language requirement are offered.

2. Agreements with new partner universities have been developed, and existing agreements have been expanded.

3. Student workshops, seminars, blogs, etc. are regularly offered.

4. The percentage of COE students studying abroad during their University career is increased from 30 percent to 50 percent.

5. Select COE faculty participate in delegations to international partners for developing/expanding partnerships.

6. Higher levels of incoming engineering freshmen are seeking international opportunities.