#1 WHAT QUESTIONS DO WE ASK TO MAKE SURE THAT THE MISSION AND VISION OF RIT ARE SUPPORTED?

- What programs would attract a diverse faculty, staff and students?
- Where are the greatest opportunities for cost-effective growth?
- What are the emerging needs of our constituents?
- What is creativity at RIT?
- What is innovation at RIT or in the Rochester community?
- Can the fundamental underpinnings of the vision and mission stay current?
- Do we broaden the university beyond an institute of technology?
- What part of higher education will we choose to lead? Teaching? Research? Coop? Something else?
- Who defines what a successful career is?
- What makes something an emerging career?
- Is the new program relevant?
- Is the program flexible? Tied to the mission and vision? How do we assess a program’s life cycle?
- Can students succeed in a new program?
- Where is the program relevant? Global dimension? Local significance? Can it be scaled to a global dimension?
- Who are the partners?
- How does the program address anticipated emerging career opportunities?
- How does the proposed program promote innovation and creativity?
- How does the program intend to adapt to a changing environment?
- How does the program propose to stay current?
- Does the program provide opportunities for experiential learning?
- How does the rest of RIT benefit from the program?
- How does the program relate to or collaborate with other programs in the Institute?
- Are we creating boutique programs or enduring (substantive) new programs?
- What traditional programs are in demand?
- What are the new and emerging career opportunities?
- How do we create programs to support emerging careers?
- What kind of information do we need to identify programs that will last?
• How do we enable programs to evolve and change to meet the future need?
• How do we create adaptive programs (flexible programs that will adapt) that would equip students to pursue new and emerging careers?
• What programs might engage possible donors to increase fundraising?
• What programs will help us reinforce RIT’s brand?
• Mission: broad range. Relevant, stimulating, global, diverse, collaborative

#2 WHAT QUESTIONS DO WE ASK THAT SUPPORT KRS#1 – TO BE RENOWNED FOR STUDENT SUCCESS?

• How will this program engage students through experiential learning experiences?
• How does the program respond to or serve societal needs?
• What is the plan to sustain the program?
• Does this program leverage existing programs and disciplines?
• How does the program advance the mission and vision of RIT?
• What role do emerging technologies play in the program?
• How does the program meet industry expectations?
• What is the profile of a successful graduate and professional program?
• Of the institutions benchmarked, what are the measures for student success?
• How do you define student success?
• How do you measure student success?
• Does this program meet our mission by providing career-oriented education?
• Does this program engage/motivate students through rigorous pursuit of new and emerging careers?
• Does this program have curricula that will advance scholarship and research that is relevant to emerging technologies?
• How do you continue to enhance diversity and student centeredness?
• How do you continue to illustrate innovation and collaboration?
• How does this program create innovative, creative graduates?
• How does this program build on knowledge of field or knowledge of discipline?
• How do we know if the program is in alignment with our mission and vision?
• What do we mean and how do we measure student success?
• What are other benchmark programs measuring?
• What does industry require? How does the new program meet the expectations of industry?
#3: WHAT QUESTIONS DO WE ASK THAT SUPPORT KRA #2 – MAXIMIZE OPPORTUNITIES FOR INNOVATION, CREATIVITY, RESEARCH AND SCHOLARSHIP?

- Can we define creativity and innovation as it relates to RIT?
- What characterizes an innovative program?
- How do we define? What does it mean?
- How does this program relate to creativity and innovation in the academic discipline?
- Research/grant funding...what are the overall needs for this program?
- Develop curriculum to advance scholarship and research relevant to emerging technologies.
- Can students succeed in these new career areas?
- How do we define? What does it mean?
- How does this program relate to creativity and innovation in the academic discipline?
- Research/grant funding...what are the overall needs for this program?
- Develop curriculum to advance scholarship and research relevant to emerging technologies.
- Can students succeed in these new career areas?
- How to motivate students through rigorous curriculum in new emerging technologies
- How does the program advance scholarship at RIT?

#4 WHAT QUESTIONS DO WE ASK THAT SUPPORT KRA#3 - EXECUTE WITH ORGANIZATIONAL AND OPERATIONAL EXCELLENCE.

- What programs can build upon existing resources (people, equipment, labs) to allow further growth efficiency?
- What models/structures could we use to help guide our organizational excellence? (Ex. Baldridge for Education Institutions).
- Is the community ready to embrace a systemic approach university-wide as opposed to “silhouette” approach?
- Are we going to approach this from a database approach or from an aspirational approach with goals and objectives? (Quantitative vs. Qualitative)
- How does achieving a specific endowment level measure organizational excellence?
- Are we looking at all the appropriate goals that assist us in meeting KRA3?
- Do we have robust enough goals to get at the “execution” portion of KRA 3? <END>
- Operational excellence equals academic success. Organizational Excellence equals efficient use of resources.
- Are we attracting the best people?
- Do we have the resources for organization and operational excellence in all forms?
- Are we able to deliver a quality experience to the student?
- How is the proposed program differentiated from similar existing programs in ways that further contribute to the University’s mission?
- What makes this program proposal unique when compared to RIT’s nearest competitors?
• What are the models that can be applied to new program proposals to provide the most objective evaluation of its merits?
• What is the plan for resource allocation in all program phases (launch, growth, steady state, exit)? To what extent are these resources transient and reallocable?
• What research and grant funding opportunities are available to support program growth?
• Is expected enrollment the only or best measure of the desirability of adding a new program?
• How does your program proposal support industry trends/government employment needs?
• Does this program represent a leading/cutting edge employment trend? (vs. a trend that is about to wane).
• What are the placement and employment prospects for program graduates?
• What are the competencies desired in the marketplace that your program will equip our student with?
• Does this program design support RIT’s bias for experiential learning?
• How does this program relate to creativity and innovation in the academic discipline?

#5: WHAT QUESTIONS DO WE ASK THAT SUPPORT KRA #4 – ACHIEVE THE HIGHEST LEVELS OF STAKEHOLDER SATISFACTION?

• Who are the stakeholders?
• What are the expectations of each stakeholder group?
• What is the level of support from industry stakeholders?
• How do we measure the level of demand by students and their parents?
• Is the program preparing graduates for a full career rather than a starting job?
• How does the program intend to keep current with changes in the field?
• Is there a need for people trained in this area?
• Does it address emerging technology/arts in this area?
• How does the program address new and emerging career areas? How will this program advance opportunities for innovation and creativity? How will this program promote innovation and creativity?
• How does the program have the potential to change and adapt? How does the program plan to stay current?
• Does the program provide experiential learning?
• How does the rest of RIT benefit from the program?
• How does the program relate to and collaborate with other RIT programs?
• Who are the stakeholders and what are the expectations of the stakeholder group?
• How will stakeholder satisfaction be assessed?
• What support will be provided by various stakeholders, especially the business community?
• How do you get input from other stakeholders?
• Does this program prepare students for a full career and not just for the first, entry-level career step?
• What programs will produce graduates who will be prepared to meet the needs of our stakeholders in industry and government?
• What is important to each stakeholder? What is required to support these developing programs?
• How do we develop adaptive and changing programs with a limited horizon?
• How do we address the needs of stakeholders associated with “out of favor” programs?
• How do we address conflicting stakeholder needs?
• What are the new and emerging career opportunities? How are they identified?
• What are the fundamental requirements to support these developing programs?
• How do we develop adaptive and changing programs with a limited horizon?