

September 30, 2016

Dean, Executive Director, Associate Provost

Dear Dean,

With the new academic year underway, it is appropriate to formally set our goals and expectations that we have been discussing since July. This will be our first full year with the new strategic plan and our quiet campaign in full swing so those activities will dramatically shape our work.

With the five dimensions of the RIT strategic plan “Greatness through Difference” and the three pillars of the campaign, it remains clear that our core priorities remain: academic excellence and student success, faculty and staff satisfaction, research/scholarship/creative work, inclusive excellence, and international education. This letter provides guidance aimed at establishing and managing expectations with these priorities in mind. This letter also serves as the foundation for my written evaluation of your performance, and I ask that you help me in understanding how your performance reflects these expectations as well as your other accomplishments at the time of your evaluation.

Your evaluation will occur in May and June of 2017 and will reflect performance activities from May 1, 2016 to April 30, 2017. While many of the goals are based on a fiscal time frame, it is important to note the time period of the evaluation, which is set so that we can access a timely and accurate data set. The following areas will serve as the basis of your evaluation.

Excelling with core competencies: Working closely with me, I expect you will address issues, manage your college, and provide leadership that exemplifies senior academic leadership professionalism. Specifically, your core competencies include ensuring the highest level of excellence in our academic programs as resources allow, managing the fiscal, human, and enrollment complexities, maintaining an environment of open communication, and supporting a set of values that embrace the notion of institutional citizenry.

Achieving success with the RIT Campaign “Greatness through Difference”: The objectives of this campaign, which in its quiet phase, is to secure new resources for the

advancement of the university as outlined in the new strategic plan and to elevate the reputation and status of RIT. The campaign is a blend of philanthropic, corporate and government activities and will require your substantial effort and time. After meeting with me, Vice President Lisa Cauda and Vice President Ryne Raffaele in September, you now have your goals for research and development.

- Meet or exceed the research and scholarship goals: Because research work is complex and challenging to impact, a number of metrics will be used to frame and set the goals such as the total number of scholarly artifacts submitted and accepted in the annual RIT Scholarship Report, total award monies, percentage of faculty participating in research from the college, total number of proposals submitted and the total number of awards and active projects.
- Meet or exceed the fund-raising goals: To assess engagement with philanthropy, the following metrics will be used: total attainment, total number of proposals or asks, and the number of faculty engaged in development including identifying possible prospects (as reported by the college).

Advancing our Inclusive Excellence aspirations: The university has established a framework of inclusive excellence to embrace diversity and create a welcoming environment for all members of our community. Inclusive excellence is deeply embedded in the new RIT strategic plan as well as the RIT campaign.

- Meet or exceed the faculty diversity goals: Back in 2015, each college dean proposed 5-year goals to diversify the faculty. Please review these goals and develop and execute a plan to advance your college towards diversifying the faculty. Please be prepared to discuss your work in this area at the time of your evaluation.
- ADVANCE: Support the ADVANCE goals and initiatives by communicating frequently with your college on the successes and purposes of the grant and by participating in the execution of these initiatives.

Achieving Academic Excellence and Student Success: Academic excellence is the backbone of the success and reputation of any university. It is simply not an option to work towards anything but excellence. Towards this priority, it is critical that you support our work on the Middle States accreditation study, on-time graduation, and our new process for program review. In addition, RIT has aggressively expanded its online portfolio of courses and programs over the past few years. The result is a substantial increase in online student credit hour generation. RIT aspires to continue this aggressive growth.

- Middle States accreditation decanal evaluation: Encourage and support those faculty and staff engaged with the Middle States accreditation study and visit and provide your input to this important process.
- Assured experiential learning: An aspiration of the RIT “Greatness through Difference” strategic plan is that RIT will be a national leader for experiential learning and that the university shall require an experiential learning component

- for each full degree program. By the end of the academic year, please certify that every degree program offered by your unit has a required experiential learning component. Keep in mind that helping students reflect on their experience will support our T-shape professional aspirations. Examples of experiential learning include, but are not limited to, co-op placements, study abroad, undergraduate research experiences, and senior design projects.
- On-time graduation: Encourage and support the work of the University Student Success Steering Committee towards our strategic objective of increasing on-time graduation.
 - T-shape professional: I expect to receive the report and action plan from the T-Shape taskforce and ask for your support in helping implement the approved recommendations.
 - Interdisciplinary work: Academic Senate and the Office of the Provost are co-sponsoring a taskforce to develop an action plan for interdisciplinary work in order to advance our aspirations articulated in the strategic plan. I expect that we will inventory our work in this area and I ask for your help in collecting this information.
 - Graduate education: Dean Twyla Cummings, along with Diane Ellison from EMCS, will lead a taskforce that will develop an action plan to achieve our strategic objectives in graduate education. Your help in supporting this effort is critical.
 - Graduate online learning. Encourage the development of new online graduate master degrees and advanced certificates. Work with RIT Online to increase the graduate enrollments through online learning.
 - Summer online learning. Data shows that students like online courses taught in the summer. Work with Dr. Fernando Naveda from the Office of Summer and Intersession and with Dr. Neil Hair from RIT Online to increase summer online enrollments.

Expanding our international education efforts: International education at RIT insures that our graduates have a multicultural mindset, a characteristic of importance to our society and to employers of our students.

- Study abroad pathways: By the end of the fall semester 2016, please complete, unless you already have, the process started last year of certifying that each degree program offered by your college has published pathways in the curriculum for students to pursue a meaningful study abroad experience.
- International partnerships and our global campuses: Work collaboratively with our international partners and our global campuses to support our students, enhance academic excellence, and assist the university on its quest to be recognized as a global university, as resources allow.

Increasing faculty and staff engagement and satisfaction: Our faculty and staff are the backbone to the success of our students and the university.

- Employee surveys: Having received the 2016 COACHE data as well as the climate survey information, we will be devising ways of addressing concerns and communicating to the faculty and staff. I ask for your assistance in this area.
- Faculty and Staff awards: Please support your faculty and staff by nominating them for campus and college awards. Encourage your leadership team to do the same and urge the faculty to submit their materials for consideration.

College-specific expectations, goals, and objectives:

Your contributions to the institutional and academic priorities are at the heart of the success of RIT. Without your hard work and leadership, RIT simply could not be the national university it aspires to be. It is my role to support you along this process and to provide you the means to be successful. I look forward to working with you.

Sincerely,

Jeremy Haefner
Provost and Senior Vice President for Academic Affairs