Roadmap for Presentation

• The Big Picture
• The Office of the Provost
• Priorities and Initiatives
• A closer look
  – The Student Innovation Hub
  – The Uncertain student
• A conversation starter
• Discussion
The Big Picture
Some National Data

- Declining demographics in Northeast
  - RIT pulls ~72% from NE region (this is declining)
- Increased competition for students, money

New York Population:
State: 19,297,729 (Rank: 3)
Nation: 301,621,157

Age distribution:

<table>
<thead>
<tr>
<th></th>
<th>State</th>
<th>Nation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 4</td>
<td>6.2%</td>
<td>6.9%</td>
</tr>
<tr>
<td>5 to 13</td>
<td>11.1%</td>
<td>11.9%</td>
</tr>
<tr>
<td>14 to 17</td>
<td>5.6%</td>
<td>5.7%</td>
</tr>
<tr>
<td>18 to 24</td>
<td>10.2%</td>
<td>9.8%</td>
</tr>
<tr>
<td>25 to 44</td>
<td>27.8%</td>
<td>27.8%</td>
</tr>
<tr>
<td>45 to 64</td>
<td>25.9%</td>
<td>25.4%</td>
</tr>
<tr>
<td>65 and older</td>
<td>13.2%</td>
<td>12.6%</td>
</tr>
</tbody>
</table>

Projected Change in the Number of High-School Graduates, 2008-9 to 2018-19
SOURCE: Western Interstate Commission for Higher Education
http://chronicle.com
Section: The 2008-9 Almanac Volume 55, Issue 1, Page 4
The President’s Vision: A national university

• Why?
  – More ‘happy’ choices of students
  – More support from alumni
  – More competitive position for grants

• How?
  – Goals, goals, goals
  – Alumni
  – Scholarship, research and creative works
  – Terminal degrees
  – Underserved groups
Reframing the Office of the Provost
Vision Statement

The Office of the Provost at RIT will be nationally respected for its leadership and service through innovative programs that support academic program, faculty and student success.
Three Key Constituencies

- Academic Program Success
  - Accreditation
  - Program evaluation
  - Academic enhancement
- Faculty Success
  - Teaching Excellence
  - Scholarship development
  - Tenure and Promotion
- Student Success
  - Academic support
# Administrative Accountabilities

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Competencies</td>
<td>Values, collaboration, communication, institute citizen, management</td>
</tr>
<tr>
<td>Goals</td>
<td>Research, fund-raising, assessment</td>
</tr>
<tr>
<td>Priorities and Initiatives</td>
<td>Innovation, international education, faculty success, academic program success, diversity</td>
</tr>
</tbody>
</table>
Priorities and Initiatives
2008
## Institute Priorities

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<tr>
<th>Priorities</th>
<th>Achievement Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student Success</strong></td>
<td><strong>1\textsuperscript{st} Yr to 2\textsuperscript{nd} Yr retention rate</strong>&lt;br&gt;<strong>Persistence to graduation rate</strong></td>
</tr>
<tr>
<td><strong>Diversity and inclusivity</strong></td>
<td><strong>Percentage of AALANA students and faculty</strong>&lt;br&gt;<strong>Percentage of Women students and faculty</strong>&lt;br&gt;<strong>Demonstrate commitment to building an inclusive community</strong></td>
</tr>
<tr>
<td><strong>Research, scholarship, and creative works</strong></td>
<td><strong>Annual award amount from sponsored activity</strong>&lt;br&gt;<strong>National recognition for scholarship and research through awards, citations, invited presentations</strong>&lt;br&gt;<strong>Number of proposals written by RIT faculty, students and staff</strong>&lt;br&gt;<strong>Number of cross-unit proposals submitted</strong>&lt;br&gt;<strong>Percentage of faculty writing proposals</strong>&lt;br&gt;<strong>Achieve recognition for undergraduate research</strong></td>
</tr>
<tr>
<td><strong>Innovation</strong></td>
<td><strong>Build successful Student Innovation Center with robust programming focused on innovation process</strong>&lt;br&gt;<strong>Integrate creativity and innovation in the curriculum</strong></td>
</tr>
<tr>
<td><strong>International Education</strong></td>
<td><strong>Number of Study Abroad experiences on an annual basis to existing global campuses – Croatia, Kosovo, Dubai, Dominican Republic</strong>&lt;br&gt;<strong>Number of study abroad experiences on an annual basis</strong>&lt;br&gt;<strong>Develop overarching academic strategy for international education</strong></td>
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### Academic Affairs Priorities

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<th>Priorities</th>
<th>Achievement Measures</th>
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</table>
| **Academic Operations** – including:           | Achieve planning and communication capacity in academic affairs to address space needs and usage  
• Space and budget planning and implementation  
• Support and development for academic affairs staff  
• Strong shared governance  
• Open and transparent communication  
Assess and address needs of academic staff to excel  
Demonstrate respect for shared governance  
Deploy broad and effective communication plan that provides information and solicits input |
| **Academic Program Success** - including:     | Achieve superior evaluation from Middle States  
Develop robust program assessment and evaluation  
Implement full programming for summer quarter  
Develop thorough plan for general education  
Develop overarching academic parameters for RIT  |
| **Faculty Success** – including:              | Build robust campus-wide faculty community  
Identify needs of faculty to succeed and provide systemic support (strategies, incentives, programs) to meet those needs  
Develop policies, as needed, to achieve clear expectations for promotion and tenure |
| • Support for teaching, learning, scholarship, creative work and research  
• Clear and well-communicated expectations for promotion and tenure  
• Support for interdisciplinary dialogue |
# Academic Affairs Initiatives I

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<thead>
<tr>
<th>Priority</th>
<th>Initiative</th>
<th>Status</th>
</tr>
</thead>
</table>
| **Student Success**             | • Student Success / Retention taskforce  
                                  | • Evaluate learning communities                                          | • In process  
                                  | • In process                                                              | **Status**     |
| Diversity and inclusivity       | • Develop and implement underserved faculty retention program  
                                  | • AALANA Student Success taskforce  
                                  | • Academic Affairs Diversity Plan  
                                  | • University Options                                                      | • Planning   
                                  | • In process  
                                  | • Planning  
                                  | • In process                                                              | **Status**     |
| Research, Scholarship and Creative Work | • Develop plan to allow more research and scholarship by faculty  
                                                    | • Develop campus-wide undergraduate research program  
                                                    | • Fill faculty associate for scholarship                             | • Planning   
                                                    | • Planning  
                                                    | • In process                                                              | **Status**     |
# Academic Affairs Initiatives II

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<thead>
<tr>
<th>Priority</th>
<th>Initiative</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation</td>
<td>• Develop program for Student Innovation Center</td>
<td>• In process</td>
</tr>
<tr>
<td></td>
<td>• Develop plan for curriculum in support of innovation theme</td>
<td>• In process</td>
</tr>
<tr>
<td>International Education</td>
<td>• Establish International Education taskforce</td>
<td>• AY 10</td>
</tr>
<tr>
<td>Academic Operations</td>
<td>• Develop direct report evaluation methodology</td>
<td>• Completed</td>
</tr>
<tr>
<td></td>
<td>• Develop new RIT quarter calendar</td>
<td>• In process</td>
</tr>
<tr>
<td></td>
<td>• Develop Academic Affairs space planning process</td>
<td>• Completed</td>
</tr>
<tr>
<td></td>
<td>• Develop Provost Communication plan</td>
<td>• Completed</td>
</tr>
</tbody>
</table>
## Academic Affairs Initiatives III

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<tr>
<th>Priority</th>
<th>Initiative</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Program Success</td>
<td>• Develop comprehensive program review and evaluation plan</td>
<td>• Planning</td>
</tr>
<tr>
<td></td>
<td>• Develop expanded summer program</td>
<td>• Planning</td>
</tr>
<tr>
<td></td>
<td>• Review Honors Program</td>
<td>• In process</td>
</tr>
<tr>
<td></td>
<td>• Support curriculum changes for innovation</td>
<td>• In process</td>
</tr>
<tr>
<td></td>
<td>• Implement Middle States General Education assessment recommendations</td>
<td>• In process</td>
</tr>
<tr>
<td></td>
<td>• Discuss re-thinking of Gen Education</td>
<td>• Planning</td>
</tr>
<tr>
<td></td>
<td>• Deliver Middle States response letter</td>
<td>• In process</td>
</tr>
<tr>
<td></td>
<td>• Build university-wide assessment capacity</td>
<td>• In process</td>
</tr>
</tbody>
</table>
## Academic Affairs Initiatives IV

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<thead>
<tr>
<th>Priority</th>
<th>Initiative</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Success</td>
<td>• Develop faculty mentoring system</td>
<td>• In process</td>
</tr>
<tr>
<td></td>
<td>• Ensure consistent P &amp; T policies and practices</td>
<td>• In process</td>
</tr>
<tr>
<td></td>
<td>• Develop faculty retention program</td>
<td>• Planning</td>
</tr>
<tr>
<td></td>
<td>• Support innovation development for faculty</td>
<td>• Planning</td>
</tr>
<tr>
<td></td>
<td>• Create faculty associate for scholarship</td>
<td>• In process</td>
</tr>
<tr>
<td></td>
<td>• Develop ‘Emerging Leaders’ program</td>
<td>• Planning</td>
</tr>
<tr>
<td></td>
<td>• Program ‘faculty space’</td>
<td>• Planning</td>
</tr>
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</table>
A Closer Look at Two Initiatives
Student Innovation Hub

• Program recommendations complete – inclusive process

• Mission: To be a campus nexus of innovation learning

• Goal: Assuming construction schedule holds, SIH will be ‘wowie’ by Imagine RIT 08

• Administration
  – Director, faculty associates, staff
  – Advisory board
  – Programming, operations, leadership

• Activities:
  – Multidisciplinary student teams realizing solutions to ‘worthy’ problems while being mentored by faculty and advisors
  – Workshops, symposia, events
  – Community engagement via problem generation, advisory board, advisors, events
  – RIT Innovation Hall of Fame and showcase
  – Quarterly student presentations, proposals and demos
  – RIT leadership for further innovation curriculum development
The Uncertain Student

- 75% of students are uncertain or tentative about their career choice at college entry
- Less than 10% feel they know a great deal about their intended major
- Uncertainty frequently increases during first two years of college
- Over two thirds change their major during their first year
- Uncertain students are more likely to graduate
- RIT 06-07: 1732 students changed programs
The proposed RIT response: ‘University Options’

• Admit students either with ‘intent to major’ or in the University Options program

• Students officially declare after 2nd year; if same as intent and progress made, they are admitted; if intent changed or originally undecided or not enough progress, they are not guaranteed 1st choice

• Uncertain students are admitted to University Options program
  – University advisors provide key support
  – Articulated programs allow exploration
A Conversation Starter or ...
Wistful Provostial Dreaming?
The many ‘threads’ at play

Can we be strategic with these concurrent ‘threads’ to support RIT’s quest for national reputation?

- General Education
- Honors Revisions
- Learning Communities
- New Summer Programming
- Innovation
- Retention
- University Options
- Undergraduate Research
What Really Matters in College?  
Student Engagement

“Engagement is a critical factor in the educational process because the more time and energy students devote to desired activities, the more likely they are to develop the habits of the mind that are key to success after college.”

George Kuh, NSSE Director (2005)
AAC&U

- **Purposeful Pathways** — *Helping students achieve key learning outcomes*
- Question: How can institutions maximize the learning experience for undergraduates?
- Key word: *Intentional*
Intentional Learning

Intentionality refers to an alignment of actions with desired aims

- Empowered, informed and responsible
- Think: a well-thought out path to success
Can the ‘threads’ be woven into …

A *tapestry of intentional, purposeful, transformational learning*?
Michele successfully graduates and has a successful career thanks to an intentional general education program that provides the foundation for her engineering major.

Michele is admitted into the University Options program at RIT as an honors student.

UO students come to RIT for an ‘early start’ program.

In the early start program, Michele meets new friends...

Explores majors, is challenged with academic rigor through a theme-based general education...

Is exposed to undergraduate research...

And falls in love with RIT (She’s smart, remember?)

In her 1st year, Michele begins to focus her interest in the bio area.

Michele discovers the Student Innovation Hub and...

Michele declares a double major in biomedical engineering AND ethics.

realizes that through innovation and her academic interest in biology, ...

she can have a dramatic impact on people’s lives.

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"audentes fortuna juvat"

"Fortune favors the bold"
Virgil, The Aeneid
Discussion?