How a Provost Sees the University

Institutional Focus:

Student Success
- Graduation Rate
- Retention
- Career Success
- Diversity & Inclusion

Academic Quality
- Instructional Quality
- Experiential Learning
- Research Programs
- Graduate Education

Academic Reputation
- Rankings
- Peer Set
- National Awards
- Alumni Evaluation
- Accreditation

Students, Faculty, Resources, and Facilities
Activities in the First Five Months

• **Listening Tour:**
  • Oriented to campus and got to know leadership team.
  • Visited with all nine colleges, one global campus (Dubai).
  • Visited numerous offices and groups.

• **Finalized strategic plan.**

• **Three executive searches:** APFA, CAD Dean, CET Dean

• **Developed initiatives** (e.g., S&E research facilities, interdisciplinary degree programs, doctoral expansion).
Top 10 Strategic Priorities

• Support Current Strengths:
  • Career placement rates & ROI
  • Co-op & experiential education
  • Instructional quality
  • Research expenditure growth
  • Academic reputation

• Capitalize on Opportunities:
  • Six-year graduation and retention rates
  • Diversity and inclusion
  • Doctoral expansion
  • Peer-reviewed scholarship
  • National academic visibility
Provost’s 12-24 Month Priorities: Students

– Improve student retention and graduation across all demographics (2, 3)
  • Focus on retention and persistence infrastructure
  • Identify curricular blocks to student success
  • Collaborate among Academic Affairs, Enrollment Management, Student Affairs, and Diversity and Inclusion
– Enhance experiential learning, online, and global opportunities (8, 10, 11, 12, 25)
– Expand curricular flexibility (9)
– Evaluate current curricular programs
Recruit and retain top faculty (4)
- Market competitive compensation
- More flexible hiring and retention tools
- Quality of department leadership

Faculty Diversity (5)
- Maintain best practices in faculty recruitment
- Fund programs that leverage FFCEP
- Increase support for targeted hires
- Support institutionalization of NSF ADVANCE
Provost’s 12-24 Month Priorities: Resources (13,14)

– Academic Affairs budget model
  • Responsiveness
  • Incentives

– Student / faculty ratios across colleges

– Fund faculty expansion
  • Start up funding for faculty hires
  • Balance of tenure-line faculty to lecturers and adjuncts
  • Support research and graduate education expansion without sacrificing undergraduate quality
Provost’s 12-24 Month Priorities: Facilities

- Visioning and development of major facilities (18, 19):
  - GCCIS Cybersecurity Wing – Haake
  - Saunders College of Business Addition – Mozrall
  - Wallace Library Re-vision – Trauernicht and Hair
  - Science and Engineering Research Building – Maggelakis and Edwards

- Leveraging current space to provide expanded:
  - Classrooms
  - Science and engineering lab space
  - Graduate student office space
Strategic Plan: Greatness Through Difference
Strategic Plan Overview

- 25 goals in four areas: people, programs, places, partnerships.
- Significant academic engagement throughout the plan
- Goal 3: Improve graduation rates across all demographics.
  - 6-year graduation rate: 78% (up from 70%)
  - Graduation rate gap: ≤8% (down from 10%)
Strategic Plan Overview (cont.)

• **Goal 4: Continue to attract and retain world class faculty.**
  • 15 new endowed chairs
  • Salaries at 100% of target benchmark (up from 96.4%)

• **Goal 5: Continue to diversify the faculty and administration.**
  • 12.5% of faculty are AALANA (up from 10%)
Strategic Plan Overview (cont.)

• **Goal 8:** Design and integrate unique curricula at the intersection of Technology, Art, and Design.

• **Goal 9:**Restructure undergraduate degree requirements to allow students to pursue broader interests.
  - 100% of academic programs have at least 12 free electives (up from 26%)

• **Goal 10:**Develop the nation’s leading performing arts program for non-majors.
Strategic Plan Overview (cont.)

- **Goal 11: Increase research, scholarship, and artistic activity; increase the number of doctoral degrees awarded.**
  - $70M in annual sponsored program expenditures (up from $46M)
  - 50 doctoral degrees conferred (up from 25)
  - 8-12 new doctoral programs
  - 14% increase in scholarship (1-2 per T/TT)
Strategic Plan Overview (cont.)

• Goal 12: Continue to build a strategic, sustainable, and high quality online program portfolio.
  • 20% growth in edX certificates awarded, fully online degrees granted, # & % of undergraduates taking at least one online course

• Goal 18: Pursue construction and renovation of facilities that support creativity, design, and innovation.
Strategic Plan Overview (cont.)

• Goal 19: Pursue construction and/or renovation of facilities that support the research enterprise.

• Goal 20: Through the RRH-RIT Alliance, identify and develop collaborative research and degree programs in health science and technologies.
  • 3+ new programs; Increase health degrees conferred to 308 (from 147)
• **Goal 21:** Establish new and strengthen existing community partnerships.

• **Goal 25:** Develop international partnerships.
  - Increase students studying, working, and doing research abroad to 1000/year (from 530)
  - Increase globally engaged faculty to 50/year (from 24)
Questions?