

## Guiding Principles

### 1. Students

- Providing opportunities for student success will motivate everything we do.
- The student climate will reflect the highest caliber of academic advising, professional counseling, caring, support, and mentoring.

### 2. Academics

- An RIT education will be a unique integration of high quality academic study and experiential learning, innovation, and creativity with a specific focus on successful careers.
- A high level of scholarship will be conducted in all academic areas to strengthen teaching and research and enhance the engagement of all undergraduate and graduate students in their learning experiences.
- Flexible and responsive curricula, programs, and systems will characterize the educational infrastructure.

### 3. Climate and Environment

- The campus climate will be one of openness, access, diversity, trust, mutual support, and effective communication.
- The university environment will reflect an aura of pride, spirit, and inclusion among all constituencies.

### 4. Synergy

- Global awareness and experience will permeate the university.
- Academic and extracurricular programs will be connected and mutually reinforcing.
- Interdisciplinary academic programs will be encouraged.

### 5. Financial Base

- Cost effective and revenue opportunistic activities—always consistent with and supportive of the above principles and priorities—will be pursued to augment the required financial base. There will be a continual review of the cost base of the university to insure that funds are appropriately allocated to support the strategic plan.



## Update to RIT 2005-2015 Strategic Plan

### Vision

RIT will lead higher education in preparing students for innovative, creative, and successful careers in a global society.

### Mission

To provide a broad range of career-oriented educational programs with the goal of producing innovative, creative graduates who are well-prepared for their chosen careers in a global society.

The RIT community engages and motivates students through stimulating and collaborative experiences. We rigorously pursue new and emerging career areas. We develop and deliver curricula and advance scholarship and research relevant to emerging technologies and social conditions.

Our community is committed to diversity and student centeredness and is distinguished by our innovative and collaborative spirit. Internal and external partnerships expand our students' experiential learning.

RIT is committed to mutually enriching relationships with alumni, government, business, and the world community. Teaching, learning, scholarship, research, innovation, and leadership development for promoting student success are our central enterprises.

### Values

RIT reaches the highest levels of quality of education through collective and individual commitment to ethics, pluralism, and respect for humanity. Together we value collaboration, openness, flexibility, pragmatism, experiential learning, entrepreneurship, global awareness and relationships, innovation, creativity, and practical applications. Individually, we are responsible, hard-working, critical thinkers who pursue personal and professional growth with diligence, pride, and spirit.

# Key Results Areas, Definitions, & 2008-2013 Goals

**KRA1. Be Renowned for Student Success. The extent to which students obtain an education that prepares them for the challenges and opportunities awaiting them in a rapidly changing and diverse global society.**

- G1. Improve student retention and graduation rates.
  - a. Achieve a 2<sup>nd</sup>-year retention rate of 93% by 2012.
  - b. Achieve a 6-year equivalent graduation rate of 72% by 2012.
- G2. Achieve “best in class” diversity % for minority student, faculty, and staff populations through increasing
  - a. first-year AALANA students to 14% by 2013;
  - b. first-year female students to 40% by 2013;
  - c. females in tenure-track faculty positions to 32% by 2012;
  - d. AALANA faculty in tenure-track positions to 11% by 2012;
  - e. AALANA staff in exempt positions to 12.5% by 2012.
- G3. Increase student participation in global initiatives through
  - a. growing the number of international students enrolled at Rochester campus to 1600 by 2012;
  - b. growing the number of students enrolled at RIT international sites to 1700 by 2013;
  - c. growing the number of RIT students studying abroad to 350 by 2012;
  - d. growing the percentage of global coop assignments to 10% of total annual coops by 2013.
- G4. Increase percentage of graduating students with employment offers or graduate school acceptances to 97% by 2012.

**KRA2. Maximize Opportunities for Innovation, Creativity, Research, and Scholarship.**

The extent to which the educational experience is characterized by opportunities to develop and apply creative and innovative approaches to learning and problem solving.

- G5. Provide opportunities for 100% of RIT students to experience innovation, creativity, and scholarship by 2012.
- G6. Increase sponsored research awards to \$90M/year by 2013
- G7. Grow RIT’s reputation in sustainability.
  - a. Grow Golisano Institute for Sustainability to 40 students, 10 full-time faculty, and 20 research/extended faculty by 2012.
  - b. Increase students enrolled in other sustainability-related programs by 100 by 2012.
- G8. Achieve 100% faculty participation in scholarship as defined by RIT’s Scholarship Policy by 2012.

**KRA3. Execute with Organizational/Operational Excellence. Achieve the organizational mission in the most cost-effective/efficient manner.**

- G9. Maintain a balanced annual operating budget.
- G10. Achieve an endowment valued at \$1B by 2012.
- G11. Develop and implement an annual strategic planning process including measurable goals aimed at assuring university-wide quality enhancement.
  - a. Track academic program improvement via Academic Program Review (APR).
  - b. Deploy Middle States assessment recommendations.
  - c. Track improvements in academic engagement via NSSE (National Survey of Student Engagement).

**KRA4. Achieve the Highest Levels of Stakeholder Satisfaction. The extent to which the requirements and expectations of key stakeholder groups are met or exceeded by RIT, including students and their families; alumni; RIT faculty and staff; business community; government; donors.**

- G12. Through brand enhancement strategies contained in the 2006 Art and Science study, increase
  - a. undergraduate applications to 18,000 by 2012;
  - b. out-of-state undergraduate applications to 60% by 2012;
  - c. graduate applications to 5,500 by 2012.
- G13. Increase fundraising by increasing
  - a. annual fundraising to \$50M by 2013;
  - b. alumni giving to 13% by 2012;
  - c. local and national annual donors to 20,500 by 2012.
- G14. Achieve best-in-class stakeholder satisfaction levels by 2012 as measured by regularly administered faculty, staff, and student satisfaction instruments.
  - a. Attain a best-in-class average overall satisfaction score on Noel Levitz SSI and NSSE.
  - b. Attain a best-in-class average overall satisfaction score on employee satisfaction survey.
  - c. Attain a best-in-class average overall satisfaction score for graduating students on Noel Levitz SS and NSSE.