Community Address August 2014

Bill Destler
Welcome Back!
An early look at our new strategic plan:

• Still very much a work in progress.
• Will consist of a short summary document and a more detailed longer document which will include much of the community input we have received.
• So far, only a draft of the short document has been created, and that draft will be available to you as you exit.
• We need your input!
Where are we now?

- RIT is a unique, very good, comprehensive university with a growing national reputation.
- RIT “Jewels in the Crown”:
  - Co-op Program, NTID, Imaging Science, School for American Crafts, Game Design and Development, Industrial Design, Photography, Film & Animation, Sustainable Manufacturing, Computational Astrophysics.
- Note that *none* of these is in a traditional academic discipline.
Other defining characteristics:

- Large undergraduate enrollment, focus on STEM, cross-disciplinary Ph.D. programs, significant presence overseas, close connections to industry, strong fiscal management, modern physical plant

- RIT produced 29 Ph.D. degree recipients in FY2014, and thus we will move into the US News “national research university” category.
The previous two slides summarize the point of departure for the next chapter—RIT’s Strategic Plan 2025.

Planning effort began in November 2013 and will conclude in November 2014.

Necessarily speedy process

But more widely participatory than any we have seen
# Strategic planning Participation

- Steering Committee
- 2 Campus Forums (Dec. and May)
- Full day Alumni Association meetings
- Discussion Forum on website
- Trustee Strategic Planning Committee
- 7 Task Forces (>160 members)
- Open Task Force meetings
- 6 Task Force wikis
- Provost’s Town Hall meeting (~70 attendees)
- President’s Roundtable
- Full day April Board meeting
- Institute of Fellows
- Governance Groups
- President’s AMA on Reddit
- ~100 emails to SP email address
- Alumni Survey (891 respondents)
- 5 meetings of “Salon for Strategic Thinking”
- July Board meeting
Based upon this input, What do I think RIT should aspire to be?

- An internationally significant career-focused university with its own unique character and programs.
- A university that belongs in the category of “the world’s great universities”
- Not because we seek to replicate the great universities of the 20th century, but because we are already practicing what the future universities must provide.
- RIT already occupies a unique place in academia.
Carnegie Foundation Confirms our uniqueness

<table>
<thead>
<tr>
<th>Classification</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Instructional Program:</td>
<td>Professions plus arts &amp; sciences, high graduate coexistence</td>
</tr>
<tr>
<td>Graduate Instructional Program:</td>
<td>Doctoral, STEM dominant</td>
</tr>
<tr>
<td>Enrollment Profile:</td>
<td>HU: High undergraduate</td>
</tr>
<tr>
<td>Undergraduate Profile:</td>
<td>Full-time four-year, more selective, higher transfer-in</td>
</tr>
<tr>
<td>Size and Setting:</td>
<td>Large four-year, highly residential</td>
</tr>
<tr>
<td>Basic</td>
<td>Master's Colleges and Universities (larger programs)</td>
</tr>
</tbody>
</table>
What defines an internationally significant University?

A match between a university’s demonstrated strengths and capabilities and the emerging demands of a shrinking world. Demands such as:

- Affordability and positive ROI
- Career-focused curriculum
- Accessibility
- Focus on STEM integrated with design, business, social sciences, humanities, etc.
- Robust, well-funded, and interdisciplinary research program contributing to the advancement of human knowledge
- Global Reach
The Match: RIT’s Core strengths and capabilities

The Higher Education Pendulum is swinging in RIT’s Direction!

- **Affordability:** We have a need-blind admissions policy and a history of keeping tuition below the national average for privates. And, our graduates and their families enjoy a positive ROI.
- **Career focus:** Drives the positive ROI. 96% of our graduating students are employed or accepted in graduate school.
- **Accessibility:** Our historically high % of PELL-eligible students and the 45-year presence of NTID have prepared us perfectly to manage the increasingly complex diversity of future student bodies.
- **STEM:** Our strong STEM programs integrated with design, management, critical thinking, and communication prepare the graduate that will be in highest demand by employers.
- **Research:** We have a record of agility in introducing new academic and research programs in emerging areas.
- **Global Reach:** We have developed a uniquely widespread international presence.
The vision: RIT will become an internationally distinguished university by exploiting its differences and better meeting the needs of a rapidly shrinking world.

Or, more succinctly: RIT will achieve Greatness Through Difference
RIT 2015-2025: Greatness through Difference

Strategic goals organized around 4 key themes will lead RIT to take its place among the world’s great universities by exploiting its positive differences:

Career Education and Student Success
The Student-Centered Research University
Leveraging Difference
Affordability
Dimension One: Career Education and Student Success

Dimensional Goal:
RIT will provide its students an enriched education that fully prepares them for new world careers.

Associated Strategies:
• Increased opportunities for interdisciplinary and innovative learning, including development of an integrated STEAM curriculum
• Innovative opportunities for supplementing traditional curricula through experiential learning, online delivery, and nano-degrees
• Increase opportunities for negotiating across international and intercultural borders
• Develop double-majors for M.S., M.F.A., and Ph.D. students
Possible associated big goals for RIT:

- **RIT will become one of the ten largest private universities in the U.S. by undergraduate enrollment.**

- **RIT will be the largest producer of STEM graduates among all private colleges and universities in the U.S.**

- **RIT will develop opportunities for study at the intersections of technology and the arts, imagination and application, and rigor and curiosity.**

- **RIT will become a center of innovation, creativity, and entrepreneurship that serves as an important economic engine for Rochester, the region, and the nation by launching 50 student-run startup companies each year.**
Possible associated big goals for RIT:

- **RIT will be a university where 100% of students develop global knowledge and intercultural competencies through both disciplinary and general education curricula.**

- **RIT will develop co-curricular transcripts reflecting students’ academic and extra-curricular accomplishments**
Dimension Two: The Student-Centered Research University

Dimensional Goal:
RIT will extend its student-centric undergraduate culture across all degree levels, at the same time integrating the mission-critical activities of research, scholarship, teaching, and learning.

Associated Strategies:
• Identify a set of interdisciplinary research programs where RIT can play a leading role.
• Develop an organizational structure that facilitates and supports cross disciplinary and cross degree-level research centers.
• Encourage and facilitate the participation of undergraduate students on funded research teams.
• Develop and apply appropriate student success measures to the graduate student experience.
• Increase opportunities (virtual and physical) for students to negotiate across international and intercultural borders.
• Develop double-majors for masters and Ph.D. students.
Possible associated big goals for RIT:

• **RIT will be a university with pre-eminent and distinctive research programs in specific focused areas selected on the basis of current strengths and emerging areas of international exploration. Possible areas include Global Resilience, Accessibility and Inclusion, Advanced Design and Manufacturing, Bio-Renewable Resource Economics, and Digital Entertainment and Imaging technologies**

• **RIT will be ranked in the Top 100 U.S. National Universities by *U.S. News and World Report***.

• **By investing in areas of research excellence, RIT will make a step change as a research university**.
Dimension Three: Leveraging Difference

Dimensional Goal:
The university will intensify its culture of innovation and creativity by harnessing the creative power resident in the extraordinary diversity of its community.

Associated Strategies:

• Create a portfolio of short-term international study programs for the January intersession.
• Increase the diversity (race, nationality, ethnicity, age, gender, position) of all governance groups.
• Capitalize on experience gained about student learning/preparation through charter school partnership.
• Provide academic and social support for students in the new demographic.
• Increase female enrollment in STEM.
Possible associated big goals for RIT:

• **RIT will be the most engaged private university in the U.S. as measured by the breadth and size of its international populations served both in the U.S. and abroad.**

• **RIT will eliminate the achievement gap between minority and majority students.**

• **RIT will become a university that is a model of inclusive excellence for all students, faculty, and staff.**

• **RIT will be the largest producer of female and AALANA STEM graduates among all private colleges in the U.S.**
Dimension Four: Affordability

Dimensional Goal:
The university will develop and apply a creative tuition containment program to address the financial needs of promising low income students, to ensure a positive return on tuition investment for all graduates, and to extend opportunities for paid experiential learning.

Associated Strategies:
• Fundraising for endowed scholarship fund (Student Success)
• Conduct a capital campaign with a focus on transforming lives through “Finish in 5 (4)” (from Student Success Task Force)
• Develop a robust portfolio of online courses that are differentially priced and that can be taken by students on coop.
• Enhance the existing coop program by broadening the definition of coop placement and extending the requirement across all undergraduate programs.
• RIT for Life (Alumni Task Force)
Possible associated big goals for RIT:

• **RIT will be the university with the best placement rate and ROI of all private universities in the U.S.**

• **RIT will become the university that best utilizes educational technology to reduce costs, improve access, and achieve learning outcomes.**

• **RIT will commit to supporting on-time graduation for all students.**
Funding the plan:

- All of these goals will be funded through a fundraising campaign to be organized over the next year. In addition, parts of the plan will be funded through a strategic reallocation of existing funding sources.
Greatness Through Difference:

Ambitious, Audacious, and Very Achievable. Let’s do it!