DIMENSION ONE: CAREER EDUCATION AND STUDENT SUCCESS

DM I.1
RIT will build upon its strong academic portfolio, extensive experiential learning and co-curricular offerings, and the rich diversity of its people and programs to develop “T-shaped” graduates possessing both disciplinary depth (the vertical axis of the “T”) and breadth across multiple skills and competencies (the horizontal axis).

**Accountability:** Provost; VPSA; VPEMCS

- 21-member cross-divisional Task Force constituted and charged
- Task Force engaged in considerable preparatory consultations, discussions, readings, conference attendance
- Created basis of web library on T competencies for faculty, staff, students
- Designed 2-day summer retreat with following goals:
  - Identification of core competencies (including narrative description of T-shaped graduate in key domains)
  - Development of plan for integration of competencies into advising, experiential learning feedback, academic course feedback, extra-curricular coaching & mentoring, and career preparation
  - Identification of self-assessment tools (see Objective I.1.1)
  - Plan for marketing and communicating “RIT-Shaped for Life”
- Completion schedule set
  - August 1, 2016: competencies identified
  - December 15: final report with recommendations and resource requirements

DM I.2
RIT will offer opportunities for study at the intersections of technology and the arts, imagination and application, and rigor and curiosity—all designed to meet the demands of future careers in the complex global economy.

**Accountability:** Provost

- Discussions among deans, president, Sr. VP for F & A underway to address need for new budgetary models encouraging interdisciplinary collaboration
  - Model(s) to be built upon student credit hours rather than headcount
  - New budget framework to be introduced for summer 2016
- Office of the Provost and Academic Senate to sponsor curricular faculty retreat fall 2016 that will focus on the design, development, approval, and support of interdisciplinary courses and programs

**Objective I.2.2**
Design and implement a clear, unbiased process for rewarding faculty to work in new interdisciplinary teaching and research areas.

**Accountability:** Provost; VPFA

- Faculty from multiple disciplines developed RFP for innovative course proposals
  - Six proposals, ranging from new pedagogical approaches to team teaching to multidisciplinary student projects, selected and funded through $150K identified by President.
  - $150K identified to support the development and delivery of the six selected courses.
**DM I.7**  
RIT will make the on-time graduation of its undergraduate and graduate students a highly visible university priority.

**Accountability:** Provost; VPEMCS

- Task Force and three working groups formed
- Implementation deadline, goals, and partial budget set
  - 63% on-time graduation by 2025 (currently 45%)
  - Funds needed for implementation set-up: $95,000 (of which $70K are one-time funds) requested July 1, 2016
  - Some funding estimates for 2018 and beyond totaling ~$700 with more to come
- Set-up steps identified
  - Purchase of survey to identify at-risk students
  - Adopt requirements-based registration system including capacity for year-long registration
  - Leverage degree audit data
- Three major implementation steps identified (based upon SP objectives) and timelines set:
  - Examination of policies, procedures, practices, and conditions to facilitate on-time graduation
  - Embedding on-time graduation into the RIT culture
  - Examination and possible modification of programmatic/curricular design that could impede on-time graduation
- This Task Force group will also implement Objective IV.1.3 regarding support for students within 15 credits of graduation.

**Objective I.7.1**  
Students and their advisors will develop comprehensive, multidimensional educational plans designed to ensure that students maximize RIT’s learning resources while also graduating on time.

**Accountability:** Provost; VPEJMCS; VPSA

- Cross-divisional implementation sub-committee constituted and charged

**Objective I.7.2**  
Eliminate existing policies, procedures, practices, and conditions that impede progress toward on-time graduation (e.g., revision of the “W” policy; investigation of pass-fail option).

**Accountability:** Provost; VPEMCS; VPFA

- Cross-divisional implementation sub-committee constituted and charged
- Policies for review have been selected
- Policy templates developed
- Next steps regarding data needs identified

**Objective I.7.3**  
Set on-time graduation goals for five-, four- and two-year programs.

**Accountability:** Provost; VPEMCS; VPFA

- By 2025, on-time graduation rate will be 63% (currently 45%)

**Objective I.7.4**  
Identify existing and develop new policies, procedures, practices, and conditions that support progress toward on-time degree completion.

**Accountability:** Provost; VPEMCS; VPFA

See Objective I.7.2 above.
<table>
<thead>
<tr>
<th>DM 1.8</th>
</tr>
</thead>
<tbody>
<tr>
<td>RIT will be a center of innovation, creativity, and entrepreneurship that serves as an important economic engine for Rochester, the region, and the nation. RIT will launch twenty start-ups per year.</td>
</tr>
<tr>
<td><strong>Accountability:</strong>  VP Research; Provost; VPDAR; VPGCR</td>
</tr>
<tr>
<td>• Criteria for “start-up company” established.</td>
</tr>
<tr>
<td>• Center for Urban Entrepreneurship established and opened; interim director named.</td>
</tr>
<tr>
<td>• Multiple and varied initiatives in support of Difference Maker initiated, including:</td>
</tr>
<tr>
<td>– Opening of new Construct Lab</td>
</tr>
<tr>
<td>– Hosting of competitions for students and alums: Saunders Summer Start Program; Simone Center Innovation Symposia</td>
</tr>
<tr>
<td>– Admitted 15 new companies to Venture Creations and graduated 5</td>
</tr>
<tr>
<td>– Admitted 3 companies into RIT’s Start-Up NY Program</td>
</tr>
</tbody>
</table>
## DM II.1
**RIT will be internationally distinguished as a research university through its focus on and investment in specific inter- and trans-disciplinary areas identified through a systematic and inclusive selection process.**

**Accountability:** Provost; VP Research; VPEMCS; VPGCR

- Town Hall meeting held to discuss research themes and selection process
- Workshops held on 4 areas identified in Strategic Plan
- RFI and RFP issued for new signature research initiatives
- Cross-divisional group of VP’s select four signature research areas (with a fifth identified in February)
- External supporters/partners identified for each group
- Cross-divisional investigation of funding sources
- Cross-divisional efforts to raise RIT’s research profile
- Operational responsibility of Research Computing moved under ITS.

## DM II.2
**RIT will maximize the impact and financial support gained through its research programs by collaborating more extensively with business and industry to yield $100M in total research funding annually.**

**Accountability:** Provost; VP Research; VPGCR; VP DAR

- Corporate contracting position created to interact with top 50 corporate partners
- Multiple grant-related boot camps/workshops held
- International Collaboration seed funding and Effective Access Technology seed funding awarded.
- Blended campaign launched with a $300M research funding goal

## DM II.4
**RIT will enlarge its graduate portfolio through adding professional and research-focused programs in STEM fields, the humanities, social sciences, and the arts, bringing the graduate student population to 30 percent of the total student population. New programs will include experiential learning, research, scholarship, and co-curricular opportunities. All programs will strive for the highest levels of excellence and global recognition.**

**Accountability:** Provost; VP Research; VPGCR

- Preliminary inter-divisional conversations held regarding action plan for achieving this DM.
- Implementation of new online graduate application review process on track
- Progress to date: graduate applications up 10.3% over 2015

### Objective II.4.4
**Develop and implement a ten-year plan for increasing and enriching library and electronic resources to accommodate the planned growth in graduate students and the graduate program portfolio.**

**Accountability:** Provost; VP DAR

- Wallace Center established as campaign priority with $20M fundraising goal
- Through re-allocation, entry-level fundraising position created in DAR; 75% of position to be focused on Wallace Center; departmental funds added to position so as to increase it to a major gift fundraising position
- Three university libraries visited to understand best practices and future concepts for library enhancements.
DIMENSION THREE: LEVERAGING DIFFERENCE

**DM III.1 and Objective III.5.1** (III.5.1 is effectively subsumed within III.1)
DM III.1: Within ten years, lead private U.S. universities in the number of STEM undergraduates enrolled at and graduating from RIT.
**Accountability:** Provost; VPSA; VPEMCS

Objective III.5.1: RIT will be the largest producer of female, underrepresented male, and deaf or hard-of-hearing STEM graduates among all private colleges in the U.S.
**Accountability:** VPEMCS; Provost; President NTID; VPDI

- $100M campaign fundraising goal established to support these goals; $41M in philanthropic funds raised so far, including $1.7M in support of Rochester City Scholars Program.
- Projections for fall enrollment (overall)
  - Headcount enrollment expected to increase 2.8%; FTE 2.0%
  - Undergraduate applications have increased 6.2% (2015-2016)
  - Graduate applications up 10.3%
- Fall 2016 progress and programs (gender)
  - + 11% female admits (- 3.0% male admits)
  - + 20% female admits to KGCOE; + 25% female admits to GCCIS
  - Women in Computing and Women in Technology programs developed
- Fall 2016 freshman progress and programs (ethnicity; nationality)
  - AALANA admits down 5%
  - Applications from RCSD +14%
  - Created and implemented additional pathway for RCSD students through RIT/MCC/RCSD Transfer Connection Program
  - Expanded upstate urban initiatives in Syracuse and Buffalo (SAY YES Foundation)
  - + 15% international freshmen admits

**Objective III.5.4**
Conduct an analysis of attrition patterns from RIT undergraduate STEM programs for female, minority male, and deaf or hard-of-hearing students and develop an action plan for increasing retention rates.
**Accountability:** Provost; VPDI; VPFA

- Comprehensive assessment of attrition patterns underway
- Functionality to track STEM enrollments and degrees to be added to data warehouse by spring 2017
- STEM enrollment dashboard to be created
| DM III.6 |
| RIT will eliminate the achievement gap between underrepresented and majority students, becoming a model of inclusive excellence for all students, faculty, and staff. |
| Accountability: | Provost; VPDI; VPSA |
| - Instructor-designed College Physics I Extended Learning Session being piloted spring term 2016 for 10 DDI-affiliated students |
| - DDI Tutor Program launched March 2016 |
| - Metacognition Training Workshop provided for DDI coaches/advisors |
| - Based upon Spatial Visualization pre-test data of ~300 DDI-affiliated undergraduates, development of spatial visualization training course being explored |
| - Men of Color and Ambition (MOCHA) will have graduated 33/48 participating students by end of this academic year. |

| Objective III.6.4 |
| Develop a national model for the preparation, recruitment, and financial support of urban, under-represented, and low-income high school graduates through the Rochester City Scholars program and the RIT-Rochester Prep Charter High School partnership. |
| Accountability: | Provost; VPSPSI; VPEMCS; VPDI |
| - Applications to RCSD program up 14% for fall 2016 |
| - RIT’s partnership with Rochester Prep High School Charter School is developing and reporting on best practices for the academic preparation of urban low-income high school students. |
| - Over $1.7M raised for RCSD program. |

| DM III.7 |
| RIT will become a model of inclusive excellence for all faculty and staff in the areas of professional development and promotion. |
| Accountability: | Provost; VPDI; VPSA |
| - F&A looking at specific areas needing improvement and developing strategies to enhance underrepresented populations in middle management. |
| - Two new female deans (both in STEM colleges) have been named. |
| - ADVANCE grant focus is increasing female representation in STEM disciplines and representation of female leaders. |
| - AA developing strategies and tactics to improve retention of AALANA and female faculty members. |

| DM III.8 |
| RIT’s core values of diversity and inclusion will be reflected in performance and promotion assessment at all levels and in all functions of the university. |
| Accountability: | President; all VP’s |
| - F&A looking at specific areas needing improvement and developing strategies to enhance underrepresented populations in middle management. |
| - President’s direct reports now include direct reference to their support of diversity and inclusion in their annual self-appraisals. |
### DM III.10
RIT will initiate a comprehensive marketing campaign to make all current and potential stakeholders and higher education at large fully aware of the university’s extraordinary history, its unique character, and its exceptional record of success.

**Accountability:** VPF&A; VPEMCS; VPGCR;

<table>
<thead>
<tr>
<th>Objective III.10.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Objective III.10 is waiting on appointment of Chief Marketing Officer (Objective III.10.1).</td>
</tr>
</tbody>
</table>

| Implementation of DM III.10 is waiting on appointment of Chief Marketing Officer (Objective III.10.1). |

| • Implementation of DM III.10 is waiting on appointment of Chief Marketing Officer (Objective III.10.1). |

<table>
<thead>
<tr>
<th>Objective III.10.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a Chief Marketing Officer position charged with overseeing all university marketing efforts and leading an associated marketing unit.</td>
</tr>
</tbody>
</table>

**Accountability:** VPFA; VPEMCS; VPCGR

| • Search committee chaired by Sr. VP Watters has identified four final candidates for this position. |

<table>
<thead>
<tr>
<th>Objective III.10.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constitute an interdivisional committee of high-level stakeholders led by the CMO to develop an integrated strategic marketing communications plan for the university.</td>
</tr>
</tbody>
</table>

**Accountability:** CMO (when hired); VP’s

| • The existing executive marketing committee, which has made great strides in coordinating marketing efforts, is currently chaired by Sr. VP Watters who will be succeeded by new CMO. |
DIMENSION FOUR: AFFORDABILITY, VALUE, AND RETURN ON INVESTMENT

DM IV.1
RIT will be the university with the best placement rate and return on investment of all private universities in the United States.
Accountability: Provost; VPDAR; VPEMCS

- Placement
  - More comprehensive career outcome data now available through expansion and enhancement of graduating student outreach and follow-up, which has led to improved knowledge rate of 91.3% (% of graduates for whom RIT has verifiable information). For class of 2015, undergraduate placement rate 95.2%; graduate placement rate 96.3%.
  - 2015-16: placed 4342 students in 5769 co-op assignments with 2,250 employees (all records)
  - Increased work abroad participation by 19 students (+13%)
  - New LinkedIn partnership with the potential to tap RIT alumni database developed
  - Implemented new educational programming, web content, and technology innovations to provide more value-added services to students and alumni.
  - Placement data now intentionally integrated into recruitment and admissions materials, including joboutlook.rit.edu.

Objective IV.1.2
Without sacrificing quality, streamline approval processes for new academic programs and courses to ensure their timely introduction.
Accountability: Provost; VPEMCS; VPFA

- Finance staff has created user-friendly financial model to determine quickly the financial viability of new programs

Objective IV.1.3
Publicize and deliver on a guarantee that no student in good standing within 15 credits of graduation will drop out because of insufficient funds for remaining tuition.
Accountability: VPFA; VPEMCS; Provost

See DM I.7, p. 2 of this document

DM IV.3
Through a tuition containment program and a capital campaign drive for additional scholarship support, RIT will address the financial needs of promising low-income students.
Accountability: VPFA; VPDAR; VPEMCS

- Financial planning models establishing future tuition pricing policies being prepared for consideration by trustees.
- Modeling underway to calculate additional financial support necessary to achieve this Difference Maker. Five-year projections expected this spring.
- Blended campaign launched with $100M in scholarship and aid goals; more than $41M raised so far
**DM IV.4**
RIT will launch a blended capital campaign entitled *Greatness Through Difference* to raise the public, private, and research funding necessary for the achievement of critical Difference Makers in the 2015-2025 Strategic Plan.

**Accountability:** VPDAR; VPFA; VPDAR; VPGCR; Provost; VPSPSI

- Raised over $310M to date toward working goal of $700M during quiet phase
- President conducted 18 campus presentations regarding the Campaign, reaching an audience of over 1,500 faculty and staff
- Administrative and Academic Councils actively engaged and participating in Campaign activities
- Campaign case statement complete
- State and federal funding secured for MAGIC Spell Studios and other centers.
- Development of vendor and supplier gift strategies in process.

**Objective IV.4.1**
The capital campaign decision makers will develop a prioritized list of those Difference Makers most likely to be attractive to potential funders, most likely to lead us to our goal of greatness, and most marketable to potential stakeholders.

**Accountability:** VP’s

**Objective complete**

**Objective IV.4.2**
Set a capital campaign goal sufficient to fund the new strategic plan.

**Accountability:** President; trustees campaign committee

**Objective complete**
**DIMENSION FIVE: ORGANIZATIONAL AGILITY**

**DM V.1**
RIT’s curricular, administrative, and organizational structures will serve—not impede—discovery, border crossing, and collaboration among students, faculty, and staff.

**Accountability:** President; All VP’s

- Implementation of new Event Management System underway, which will enable university-wide event planning collaboration and management, efficient use of university resources and facilities, and marketing of major external events.

**Objective V.1.1**
Create a collaborative and interdisciplinary structure and culture for students, faculty, staff, and alumni.

**Accountability:** Provost; VPDAR; VPS

- ILI leadership connected with RIT alum serving as EdX COO; first step of partnership leading to additional courses for alumni at reduced coursework.

**Objective V.2.2**
Redesign budget and costing models to encourage savings while rewarding calculated risk through increased collaboration within and across colleges.

**Accountability:** VPFA; Provost; VPEMCS

- Financial model developed and implemented that will encourage production and “sale” of summer credit hours.
- Analysis of college credit hour productivity developed and currently being shared with Academic Affairs. Final version will be used in resource allocation models.