**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
- Upcoming two-day summer retreat scheduled to
  - Identify core competencies (including narrative description of T-shaped graduate in key domains)
  - Develop plan for integration of competencies into advising, experiential learning feedback, academic course feedback, extra-curricular coaching and mentoring, and career preparation
  - Identify tools for student self-assessment of competencies
  - Develop plan for marketing and communicating “RIT-Shaped for Life”
- Completion schedule set
  - August 1, 2016: competencies identified
  - Early fall 2016: action plan to be submitted

**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

- New budgetary model created based upon student credit hours and thus encouraging interdisciplinary offerings
- Five out of the six interdisciplinary courses/projects funded by provost were offered this past spring semester
  - IGM-3DDD
  - RIT NarRITives Project (Integration of three courses to record and document RIT oral history)
  - Five interdisciplinary undergraduate capstone projects across five colleges conducted; involved 30 students; additional projects planned for fall
    - June: RIT faculty member presented RIT’s multidisciplinary capstone projects at national Capstone Design conference
    - “Climate Change: Science Technology, and Policy” course run with 23 students across three departments
    - “World Making: An Experimental and Interdisciplinary Graduate Salon”
      - 20 students applied for 12 spaces in first run of course
      - Enormously positive response from students and faculty involved in experience
- Faculty retreat scheduled for fall to focus on design, development, approval, and support of interdisciplinary courses and programs
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%)
  - $70K internal funding obtained for demand-based registration (critical to achievement of this DM)
  - Action plan expected early fall 2016
- 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.

DM I.8
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.

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

- Criteria for “start-up company” established.
- Center for Urban Entrepreneurship (CUE) established and opened; interim director named.
- Multiple and varied initiatives in support of Difference Maker initiated, including:
  - Opening of new Construct Lab
  - Hosting of competitions for students and alums: Saunders Summer Start Program; Simone Center Innovation Symposia
  - Admitted 15 new companies to Venture Creations and graduated 5
  - Admitted 3 companies into RIT’s Start-Up NY Program
  - Center for Urban Entrepreneurship offering a free Market Feasibility Workshop to current and aspiring business owners seeking understanding of the market environment (July 13).
**DIMENSION TWO: THE STUDENT-CENTERED RESEARCH UNIVERSITY**

**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; VPDAR

- Corporate contracting position created to interact with top 50 corporate partners

**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, increasing the graduate student population by 30 percent. 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

- Progress to date: graduate applications up 10.3% over 2015
- Implementation team for increasing graduate programs to be constituted and charged by fall 2016.

**Objective II.4.4**
Develop and implement a 10-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; VPDAR

- $2.4M raised to date.
## DIMENSION THREE: LEVERAGING DIFFERENCE

### DM III.5
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.5.4
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

- 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

- Men of Color and Ambition (MOCHA) graduated 33/48 participating students in May.
- 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.

### 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

- RIT/MCC/RCSD Connect Program created. New program enrolls RCSD graduates who aren’t quite eligible for RIT admission in MCC for one year with guaranteed admission to RIT provided performance expectations are met. Fifteen RCSD graduates signed up for Connect and will commence studies at MCC this fall.
### 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

- Three new female deans (KGCOE, GCCIS, Graduate Studies) have been named.
- F&A looking at specific areas needing improvement and developing strategies to enhance underrepresented populations in middle management.

### 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

- 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;

- Campaign design underway.

#### Objective III.10.1
Create a Chief Marketing Officer position charged with overseeing all university marketing efforts and leading an associated marketing unit.

**Accountability:** VPFA; VPEMCS; VPCGR

- CMO appointed June 2016. CMO will take over chair of existing executive marketing committee.
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 led to improved knowledge rate (% of graduates for whom RIT has verifiable information). Overall three-year average career outcome rate is 94.5%.
  - Baccalaureate graduates class of 2015: 95%; graduate-level: 96%.
  - 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
  - Implemented new educational programming, web content, 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.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

See July 2016 campaign update report.
## 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 underway of new Event Management System, 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; VPDAAR

- 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.