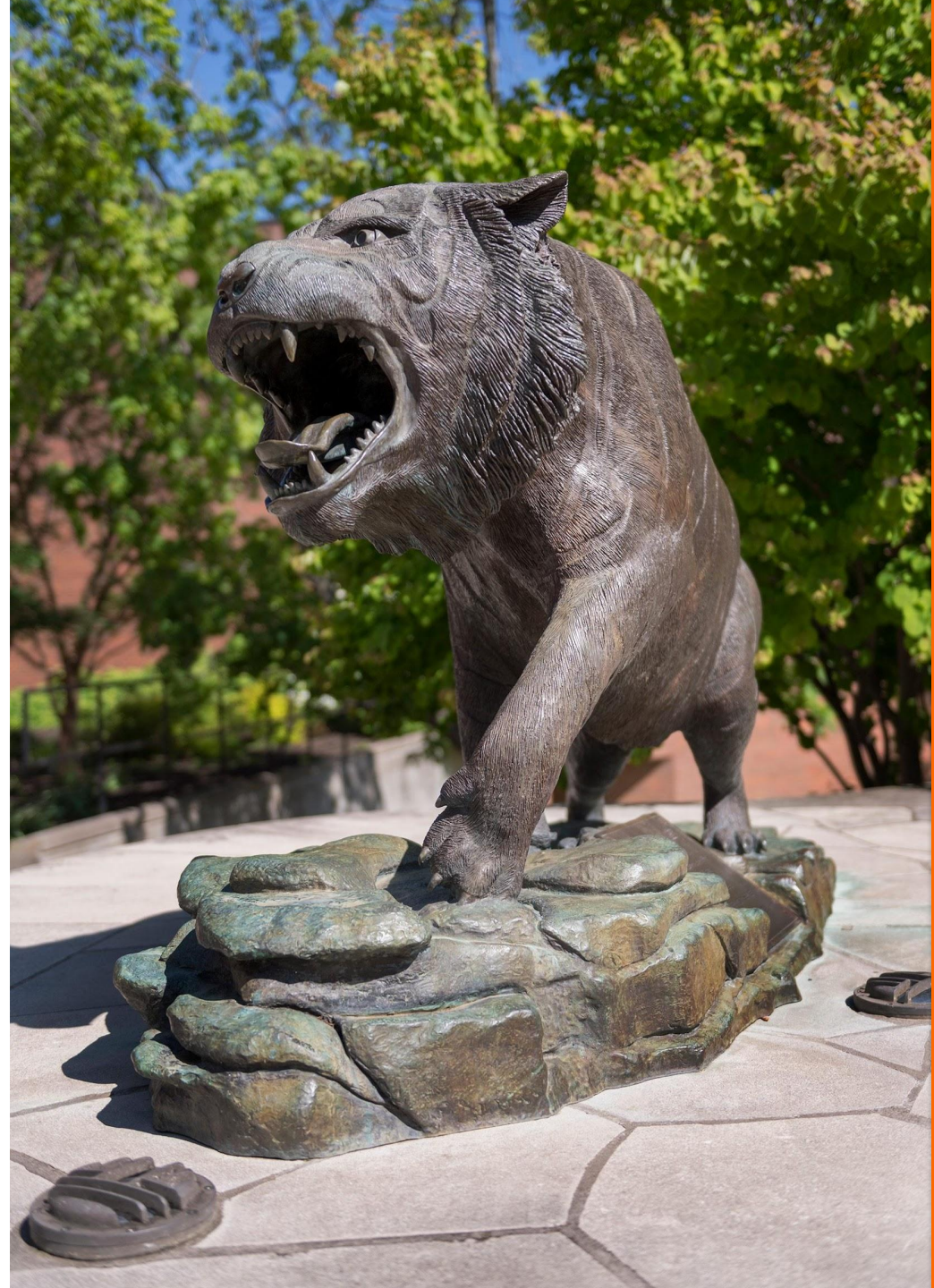


RIT Draft Strategic Framework

Staff Council
November 6, 2025



Agenda

- Recap planning process and engagement
- Review draft strategic framework
- Outline next steps
- Receive Feedback

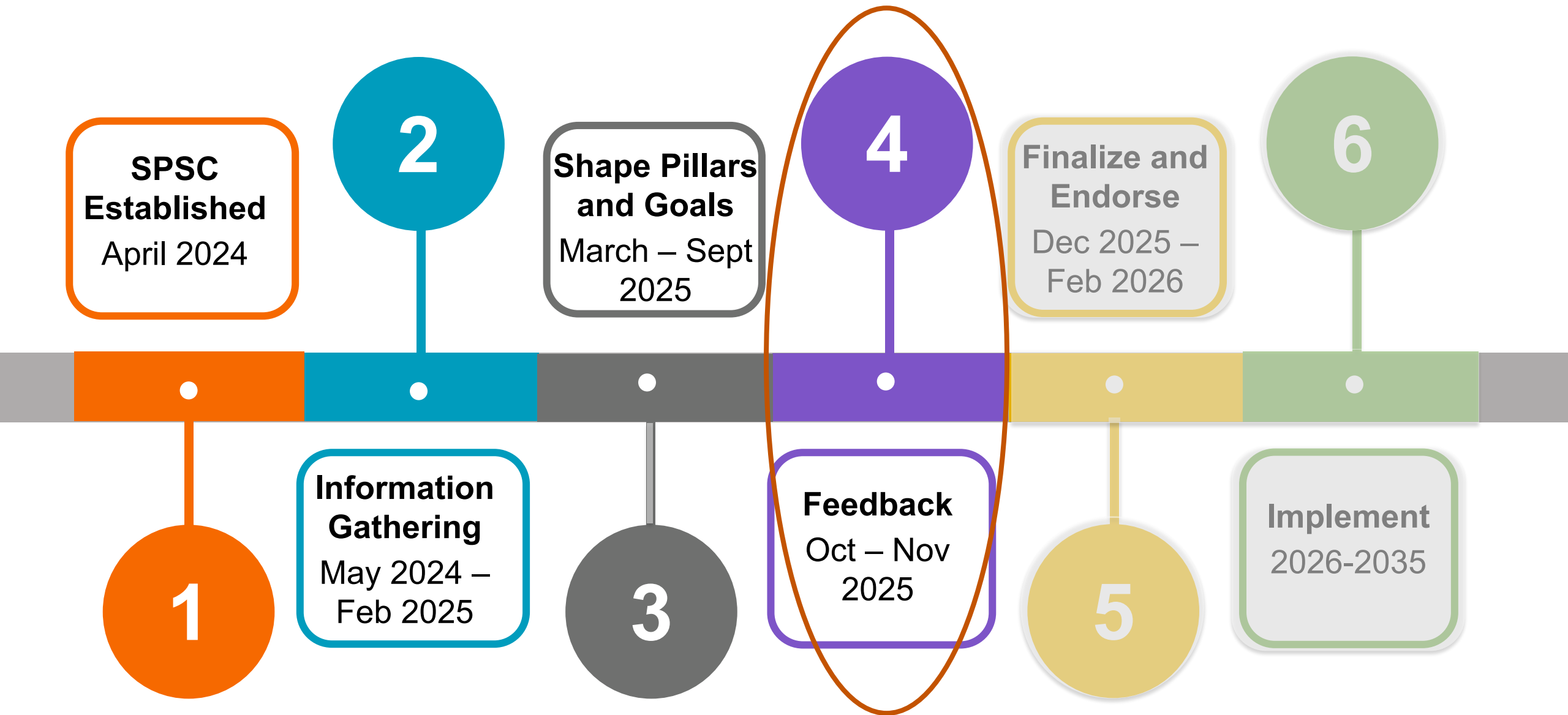
We Welcome Your Input



**To ask questions or provide feedback
and ideas, visit:**

<https://forms.gle/Xe3V1jTrzzSqVsJ69>

Process to Date



Steering Committee Members

- **Mark Barberio, Trustee**
- **Caroline Solomon, President NTID President/VP and Dean RIT (Previously Gerry Buckley)**
- **Enid Cardinal, Senior Advisor to the President for Strategic Planning and Sustainability (co-chair)**
- **Phil Castleberry, Vice President for University Advancement**
- **Lisa Chase, Vice President and Secretary of the University**
- **Prabu David, Provost and Senior Vice President for Academic Affairs**
- **Hope Drummond, Trustee**
- **Jeff Harris, Trustee**
- **Keith Jenkins, Vice President and Associate Provost for Access, Engagement, and Success**
- **Sandra Johnson, Senior Vice President Student Affairs**
- **Britta MacIntosh, Trustee**
- **Bill Sanders, President (Previously Dave Munson)**
- **Atia Newman, Professor, Film and Animation, CAD, and Faculty Senate Chair**
- **Jo Ellen Pinkham, Associate Vice President and Chief Human Resources Officer**
- **Ana Paolini Carrano, Student Government Vice President (Previously Sophia Pries)**
- **Susan Puglia, Trustee**
- **Frank Sklarsky, Trustee, co-chair**
- **Evan Smith, Support Lead IV, ITS, and Staff Council Representative**
- **Jim Swift, Trustee**
- **John Trierweiler, Vice President, Marketing and Communications, Chief Marketing Officer**
- **James Watters, Senior Vice President and Treasurer**

Framework Structure

Framework vs. Plan - What's the Difference

Framework

A **conceptual structure** that provides guidance and boundaries for decision-making

Focuses on **principles, goals, and structure**

Flexible and adaptable to changing contexts

Answers “**what**” and “**why**”

Plan

A **detailed roadmap** outlining specific actions, timelines, and responsibilities

Focuses on **execution, tasks, and milestones**

More rigid and time-bound

Answers “**how**,” “**when**,” and “**who**”

Strategic Framework Components

Pillars, Strategic Goals, and Strategic Actions

Describe, at a high level, strategic **goals** and **actions** that advance the preeminence of RIT.

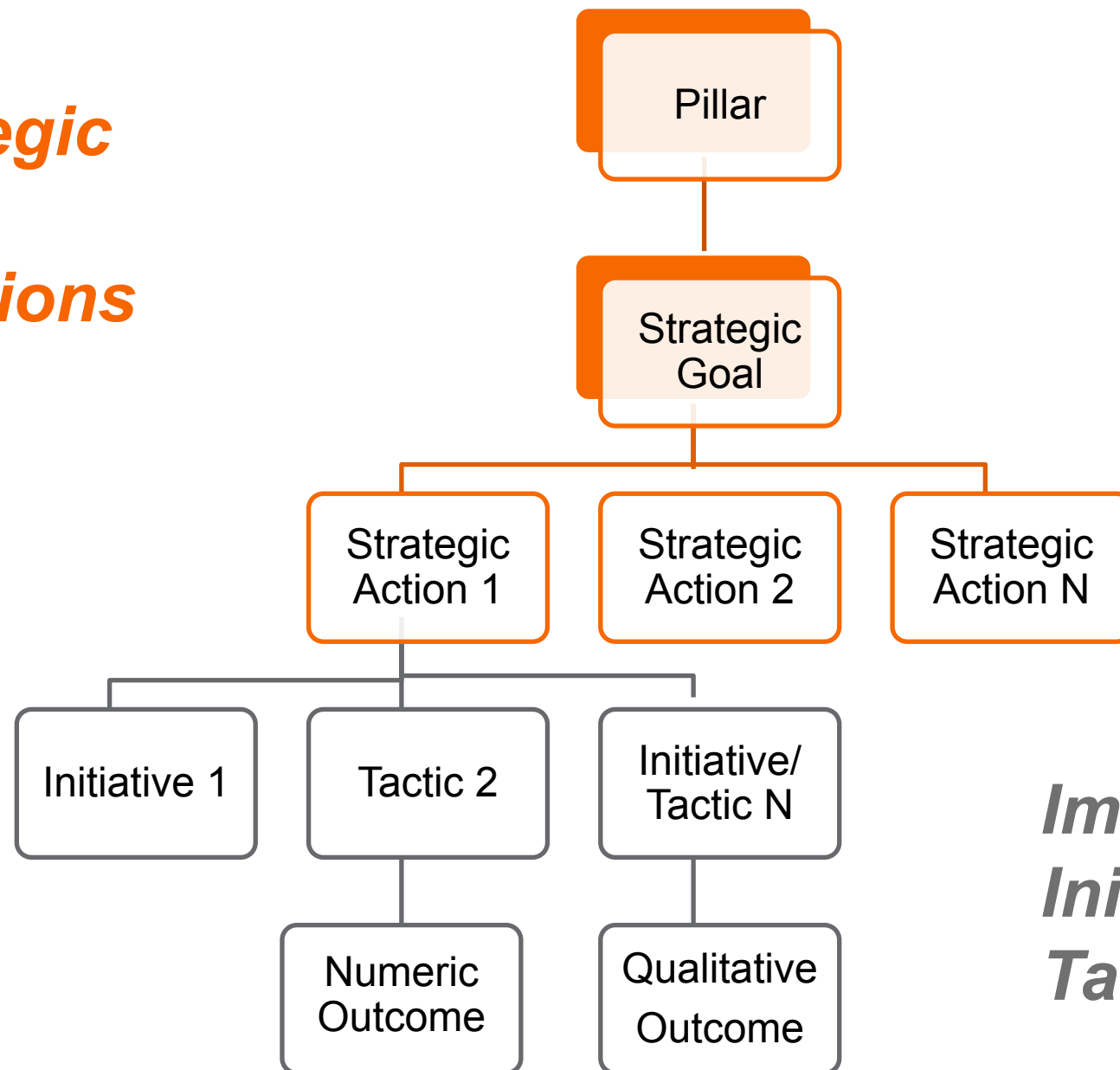
Implement the framework through ongoing and iterative development of **initiatives** and **tactics** to realize each strategic action (which supports a strategic goal).

Pursue **organizational strategies** internally that enable achieving our goals through actions, initiatives, and tactics.

University Success Indicators

Measures of University Success, across multiple **dimensions**. **Metrics** chosen as indicators will come from the set of standard metrics already documented by an RIT department/office.

Pillars, Strategic Goals, and Strategic Actions



*Implementation
Initiatives and
Tactics*

Strategic Framework

Vision

We shape the future and improve the world through creativity and innovation.

Mission

We leverage the power of technology, the arts, and design for the greater good.

Be an Empowering and Inclusive Community

We believe people come first and their well-being is foundational to our success. We are a welcoming and accessible community with a culture of mutual respect and shared purpose. We work to create an environment where everyone belongs and can thrive.

Educate the Whole Student

We place students at the heart of everything we do, fostering an environment where they can achieve their highest potential academically, personally, and professionally.

Improve the World through Research and Scholarship

Through collaborative, groundbreaking research and scholarship, we create a future where knowledge and discovery drive sustainable progress and improve the world. With passion, curiosity, and creativity, we innovate, advancing solutions that make a difference in and beyond our communities.

Act with Integrity

We are guided by integrity, embracing responsibility for ourselves, each other, our global community, and the natural world. By fostering a culture of honesty, transparency and humility, we cultivate trust and respect within and beyond our institution, continuously striving to do what is right.

Be Agile and Act with Accountability

We hold ourselves individually and collectively accountable for achieving exceptional results in an ever-changing world. Through prudent risk-taking, collaboration, and resource stewardship, we leverage agility, swiftly adapting to ensure lasting success.

Pillars

- Pillar 1: Transformative Student Experiences and Success
 - Pillar 2: World Changing Research
 - Pillar 3: Culture of Well-being and Belonging
 - Pillar 4: Global Reach and Mindset
-
- Organizational Strategies

Pillar 1: Transformative Student Experiences and Success

Empower students to lead and thrive in a rapidly evolving world by expanding our experiential, interdisciplinary and collective approach to education and fostering their development as well-rounded, future-ready individuals

- Enhance our Signature Learning Approach
- Create and Expand Academic Programs with Industry and Community Insight
- Increase Flexibility in Existing Academic Programs
- Building on our Strength in Cooperative Education, Enhance and Refine our Approach to Experiential Learning
- Ensure Student Success and Growth

Transformative Student Experiences and Success



Strategic Action 1: Enhance our Signature Learning Approach

Enhance our future-oriented, experiential learning approach, deepening the integration of technology, the arts, and design in our curriculum to educate students who will lead with creativity and purpose in a rapidly changing AI-enabled world.

Transformative Student Experiences and Success

Strategic Action 2: Create and Expand Academic Programs with Industry and Community Insight



Build on RIT's strong reputation for career readiness, expanding future-focused academic programs and modular, credential-based offerings in high-demand fields including AI and health technology, science, and care. We will deepen collaboration with industry and community partners to prepare students for the future of work and meet evolving workforce needs.

Transformative Student Experiences and Success

Strategic Action 3: Increase Flexibility in Existing Academic Degree Programs



Increase flexibility within existing degree programs and encourage curricular innovation, boundary crossing, and exploration by breaking down barriers and incentivizing collaboration across departments and colleges.

Transformative Student Experiences and Success



Strategic Action 4: Building on our Strength in Cooperative Education, Enhance and Refine our Approach to Experiential Learning

Elevate RIT's commitment to experiential learning through a broader set of beyond classroom experiences, embedding research, co-ops, service, and project-based learning within local and global ecosystems.

Transformative Student Experiences and Success

Strategic Action 5: Ensure Student Success and Growth



Ensure high student retention and graduation rates, and equip students with the tools, resilience, and leadership skills needed to thrive in their educational journeys and beyond.

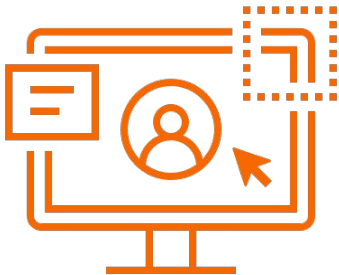
Pillar 2: World Changing Research

Advance knowledge, pursue groundbreaking discoveries, and shape the future through research, scholarship, and creative endeavors, leveraging our interdisciplinary strengths to address pressing global challenges and contribute to the betterment of society

- Advance Creative and Technological Frontiers
- Attract and Retain Exceptional Faculty
- Strengthen the Research Ecosystem
- Cultivate the Next Generation of Scholars
- Amplify Research Impact

Pillar 2: World Changing Research

Strategic Action 1: Advance Creative and Technological Frontiers



Conduct world changing research by strategically investing in interdisciplinary research and creative endeavors that harness RIT's unique strengths in technology, the arts, and design—transforming existing fields, pioneering new ones, and shaping the frontiers of AI and beyond.

Pillar 2: World Changing Research

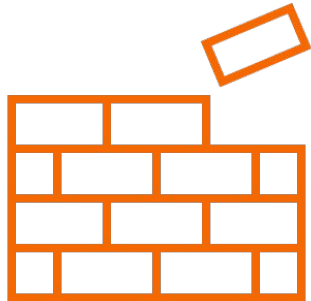


Strategic Action 2: Attract and Retain Exceptional Faculty

Attract and retain exceptional faculty whose research and creativity drives innovation at intersections within technology, the arts, design, and beyond.

Pillar 2: World Changing Research

Strategic Action 3: Strengthen the Research Ecosystem



Build world-class research and scholarship support infrastructure that spans the spectrum – from funding to impact.

Pillar 2: World Changing Research

Strategic Action 4: Cultivate the Next Generation of Scholars



Expand and sustain a strong pipeline of student scholars who actively contribute to discovery, creative inquiry, and the growth of the university's research enterprise.

Pillar 2: World Changing Research

Strategic Action 5: Amplify Research Impact



Support and encourage the translation and dissemination of research into intellectual property, commercialization opportunities, and entrepreneurial ventures to amplify the societal and economic impact of our discoveries.

Pillar 3: Culture of Well-being and Belonging

Cultivate a culture where individual growth, holistic well-being, and a deep sense of belonging are integral — making them defining elements of how we learn, teach, work, and thrive together

- Enhance our Connected and Inclusive Campus Culture
- Empower all Community Members to Grow and Thrive
- Strengthen Lifelong Connections to RIT
- Accelerate Progress Toward a Sustainable Future

Pillar 3: Culture of Well-Being and Belonging

Strategic Action 1: Enhance our Inclusive and Welcoming Campus Culture



Continue building a campus culture that is welcoming, inclusive, and respectful of all individuals—strengthening our commitment to access, engagement, and success—fostering a deep sense of belonging and connection to one another.

Pillar 3: Culture of Well-Being and Belonging

Strategic Action 2: Empower all Community Members to Grow and Thrive



Work together to enhance the access and well-being of all students, faculty, and staff, empowering them to grow, thrive, and contribute to their fullest potential.

Pillar 3: Culture of Well-Being and Belonging

Strategic Action 3: Strengthen Lifelong Connections



Strengthen lifelong connections to RIT by creating opportunities for alumni that foster a sense of belonging and a culture of giving back, ensuring they remain integral to the university's vibrant community and future success.

Pillar 3: Culture of Well-Being and Belonging

Strategic Action 4: Accelerate Progress Toward a Sustainable Future



Advance sustainability as a foundation for well-being—creating healthy, inclusive environments, and accelerating progress toward a resilient and decarbonized future.

Pillar 4: Global Reach and Mindset

Leverage and enhance RIT's role as a globally engaged institution, creating a cohesive and interconnected university with a deep commitment to cross-cultural understanding, engagement, and community prosperity

- Deliver a Globally Informed and Engaged Education
- Create a Globally Connected Research Ecosystem
- Enhance the Student Experience through Global Experiences
- Deepen Community Connections

Pillar 4: Global Reach and Mindset

Strategic Action 1: Deliver a Globally Informed and Engaged Education



Integrate global perspectives and engagement opportunities into curricula and co-curricular experiences, fostering cross-cultural understanding and preparing students to lead, engage, and drive inclusive prosperity in an interconnected world.

Pillar 4: Global Reach and Mindset

Strategic Action 2: Create a Globally Connected Research Ecosystem



Develop a globally integrated research ecosystem that leverages the distinct strengths of each RIT campus and community. Promote cross-location collaboration on regionally relevant and globally significant challenges that align with institutional strengths and priorities.

Pillar 4: Global Reach and Mindset

Strategic Action 3: Enhance the Student Experience through Global Engagements



Provide students with learning and research experiences around the world by strengthening and scaling partnerships with industry and government. Tailor opportunities to the strengths of each location, ensuring relevance to local economies and alignment with RIT's academic and research goals.

Pillar 4: Global Reach and Mindset

Strategic Action 4: Deepen Community Connections

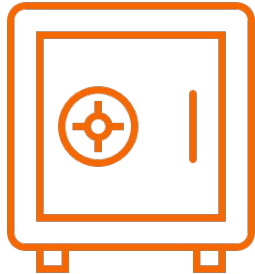
Advance RIT's role as a partner and anchor institution by fostering reciprocal relationships between campuses and their surrounding communities. Co-create initiatives that promote shared social and economic progress, with a bold and enduring commitment to Rochester as our founding home.



Organizational Strategies

Organizational Strategies

Strategy 1: Grow and Steward Financial Resources



Grow and steward RIT's financial resources to ensure sustainable support for institutional priorities. Through strong enrollment, funded research, strategic partnerships, philanthropic growth, and effective stewardship of existing assets, we will enhance our capacity to advance RIT's ability to shape the world through creativity and innovation.

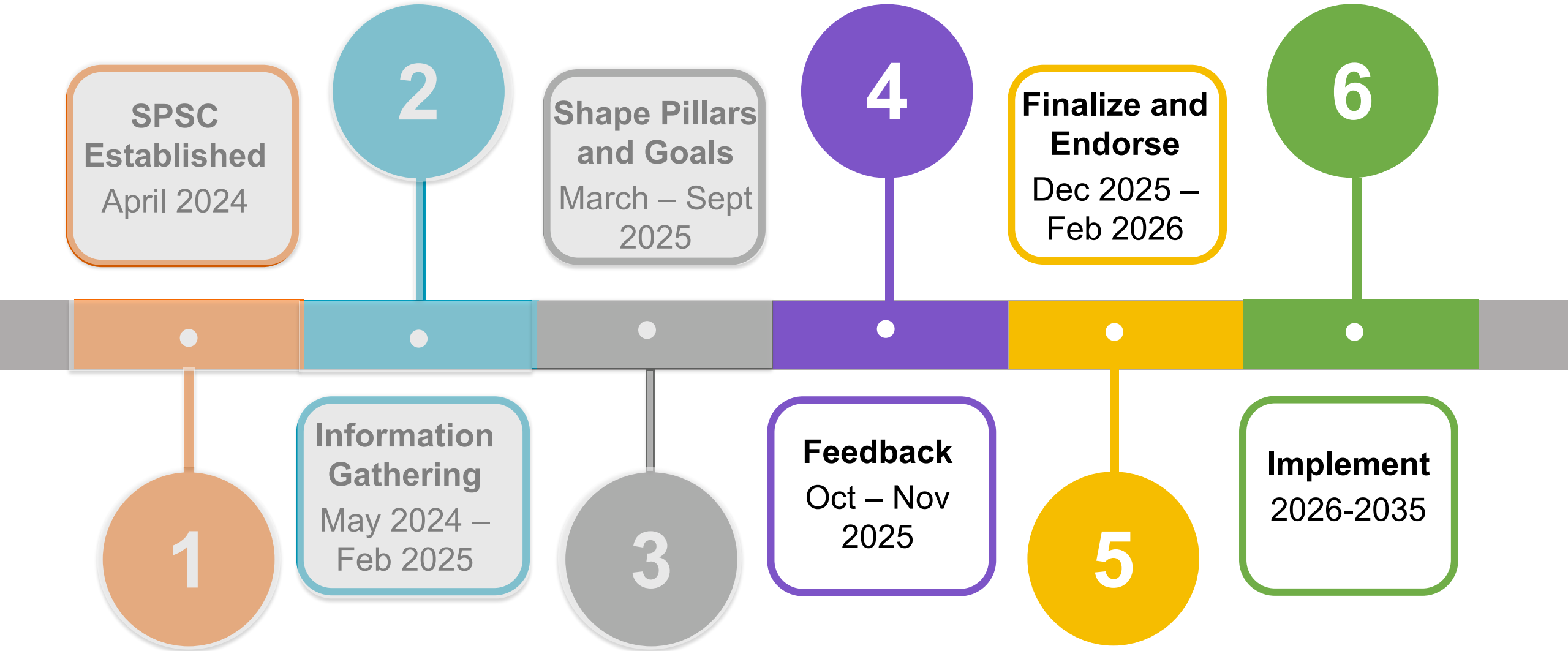
Organizational Strategies

Strategy 2: Increase Velocity and Resilience



Cultivate an agile, forward-looking organization that empowers individuals and teams to experiment, learn, and adapt quickly. Foster a culture of continuous improvement and leverage technology to improve systems and structures to adapt quickly in a rapidly changing world.

Next Steps



Feedback: Review Draft Framework with Stakeholders

- National Councils
- Board of Trustees
- Alumni Board
- Faculty Senate
- **Staff Council**
- Student Government
- Town Halls
- University Leadership

Faculty/Staff Town Halls

- **November 12, 2025**
11:30am-12:30pm
Student Development Center (CSD) 1300/1310
- **November 18, 2025**
2:30pm-3:30pm
Slaughter Hall 2220-2240/hybrid

Discussion