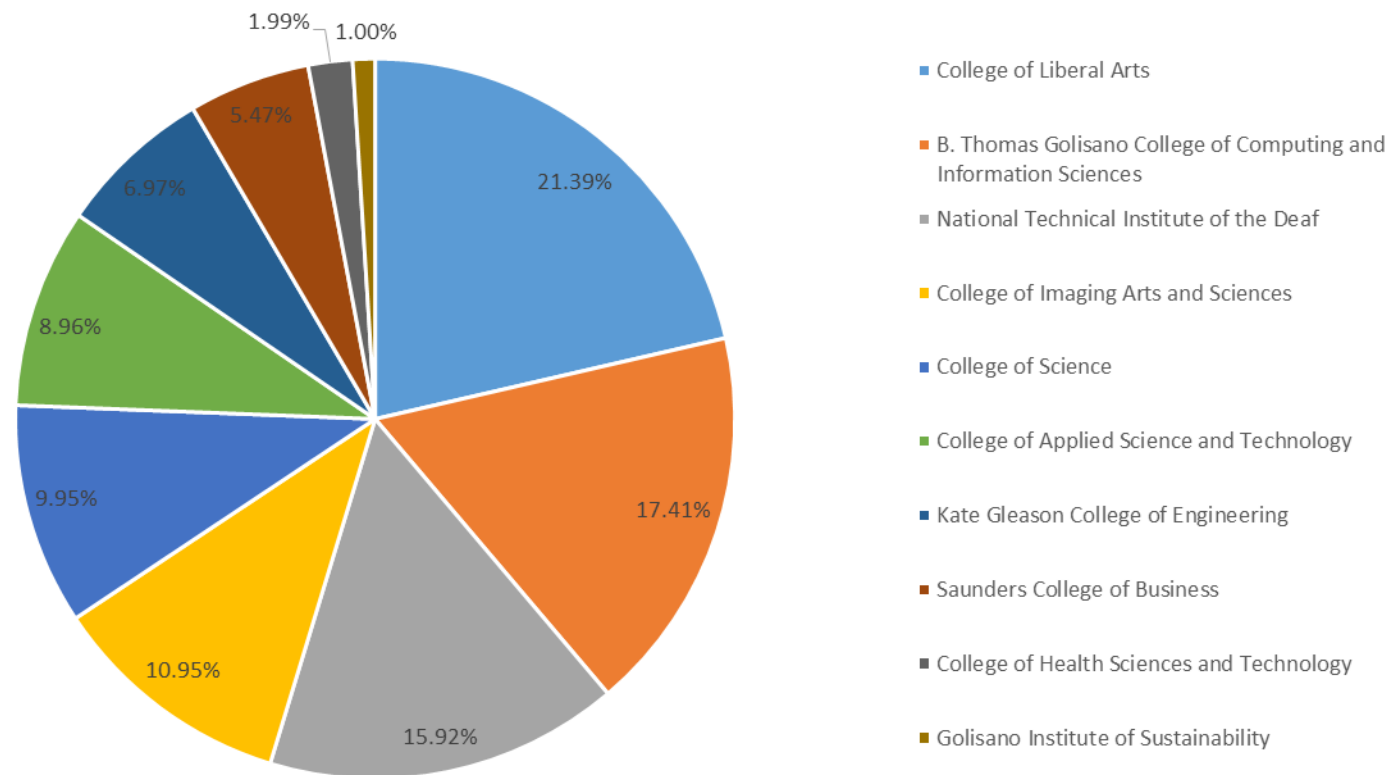
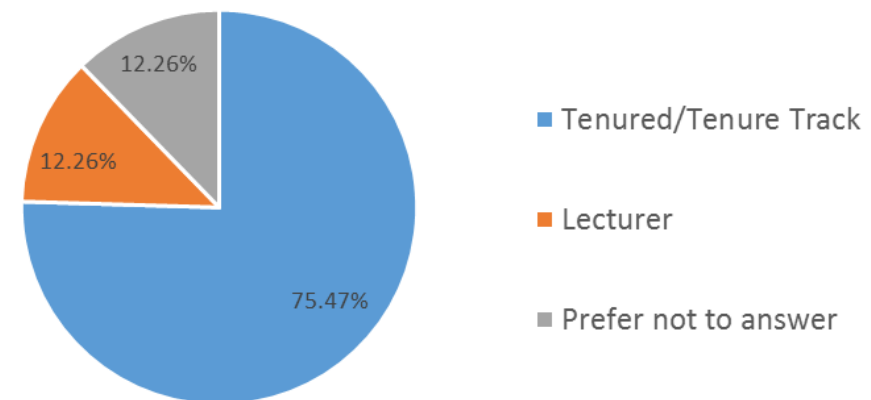
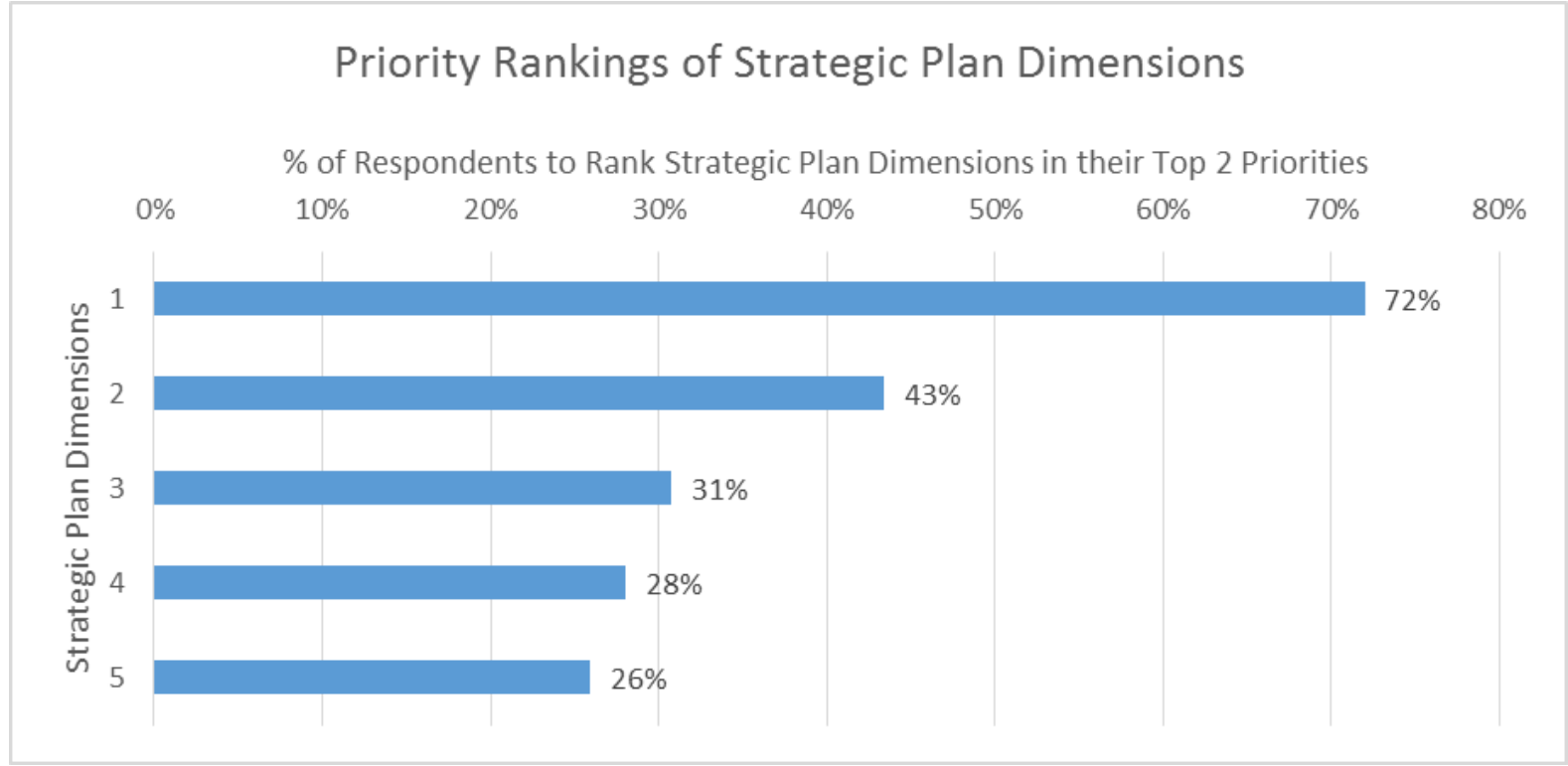


% of Respondents by College



% of Respondents by Position

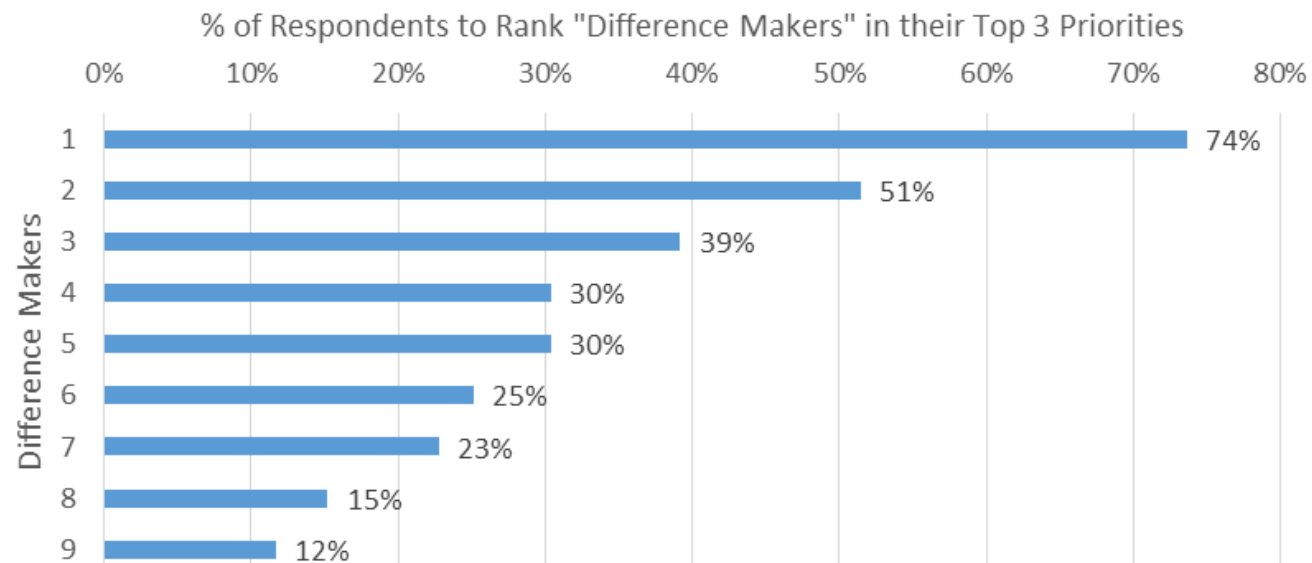




Strategic Plan Dimensions (in rank order)

1. Dimension 1 - Career Education and Student Success
2. Dimension 2 - The Student-Centered Research University
3. Dimension 4 - Affordability, Value, and Return on Investment
4. Dimension 5 - Organizational Agility
5. Dimension 3 - Leveraging Difference

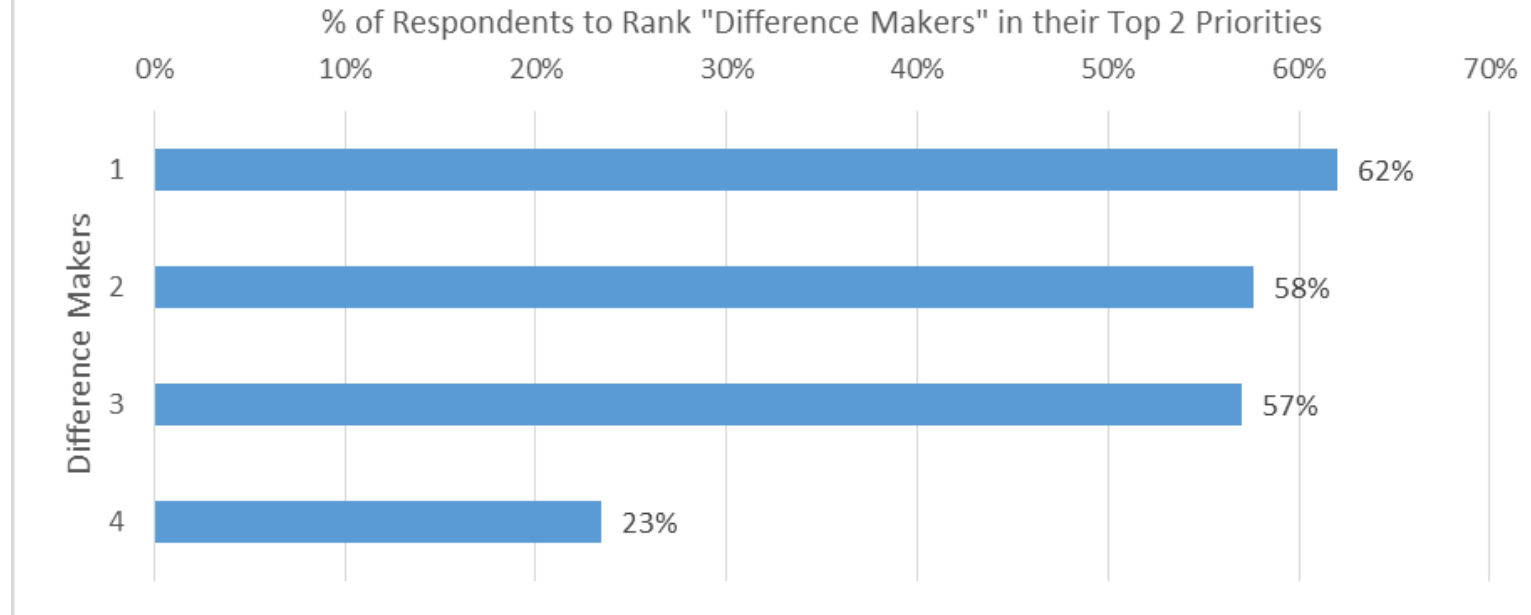
Dimension 1 - Career Education and Student Success



Difference Makers

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 and breadth across multiple skills and competencies.
2. RIT will offer opportunities for study at the intersections of technology and the arts, imagination and application, and rigor and curiosity.
3. RIT will expand and strengthen opportunities for experiential learning to the point that there are sufficient placement opportunities for all undergraduate and graduate students to participate in at least one such experience.
4. RIT will be a center of innovation, creativity, and entrepreneurship that serves as an important economic engine for Rochester, the region, and the nation.
5. RIT will further enhance its position as the preeminent academic institution and model for professional and technical education for people who are deaf or hard of hearing around the world.
6. Through a blend of curricular, co-curricular, and experiential offerings, RIT will build a leadership program that will equip more graduates to become leaders in their fields.
7. RIT will lead higher education with a bold new model for ensuring academic quality through a unique outcomes-based assessment model designed to ensure continuous progress in student learning, graduate success, stakeholder satisfaction, and academic excellence.
8. RIT will make the on-time graduation of its undergraduate and graduate students a highly visible university priority.
9. RIT will establish a campus-wide culture that embraces alumni, contributes to their lifelong learning, and relies upon them for counsel and support

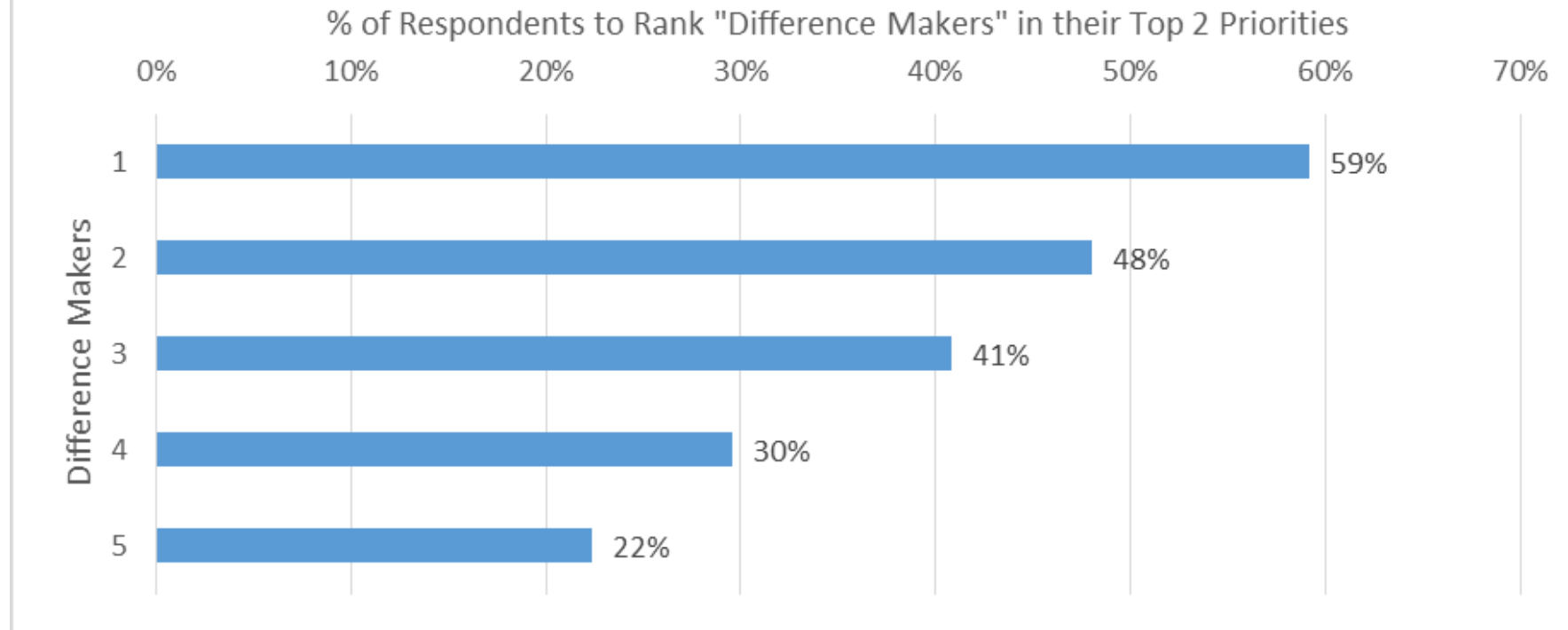
Dimension 2 - The Student-Centered Research University



Difference Makers

1. RIT will be internationally distinguished as a research university through its focus on and investment in specific inter- and transdisciplinary research areas identified through a systematic and inclusive selection process.
2. RIT will enlarge its graduate portfolio through adding professional and research-focused programs in STEM fields, the humanities, social sciences, and arts, bringing the graduate 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.
3. RIT's research enterprise will be a national model of leveraged diversity (disciplinary, generational, global, and experiential) based upon the principle that teams constituted of members with diverse expertise, talent, experience, and backgrounds drive the best questions, the best processes, and the best solutions.
4. RIT will maximize the impact and financial support gained through its research programs by collaborating more extensively with business and industry to yield \$100 million in total research funding annually.

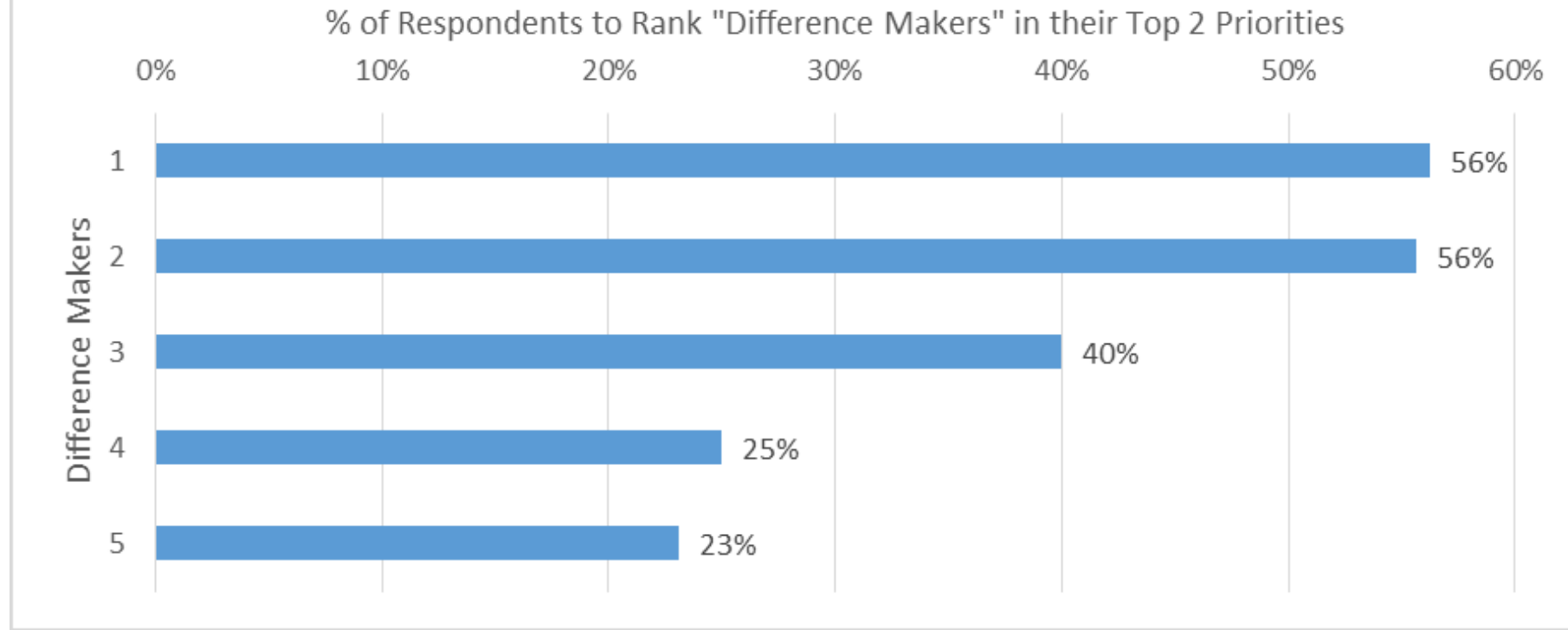
Dimension 4 - Affordability, Value, and Return on Investment



Difference Makers

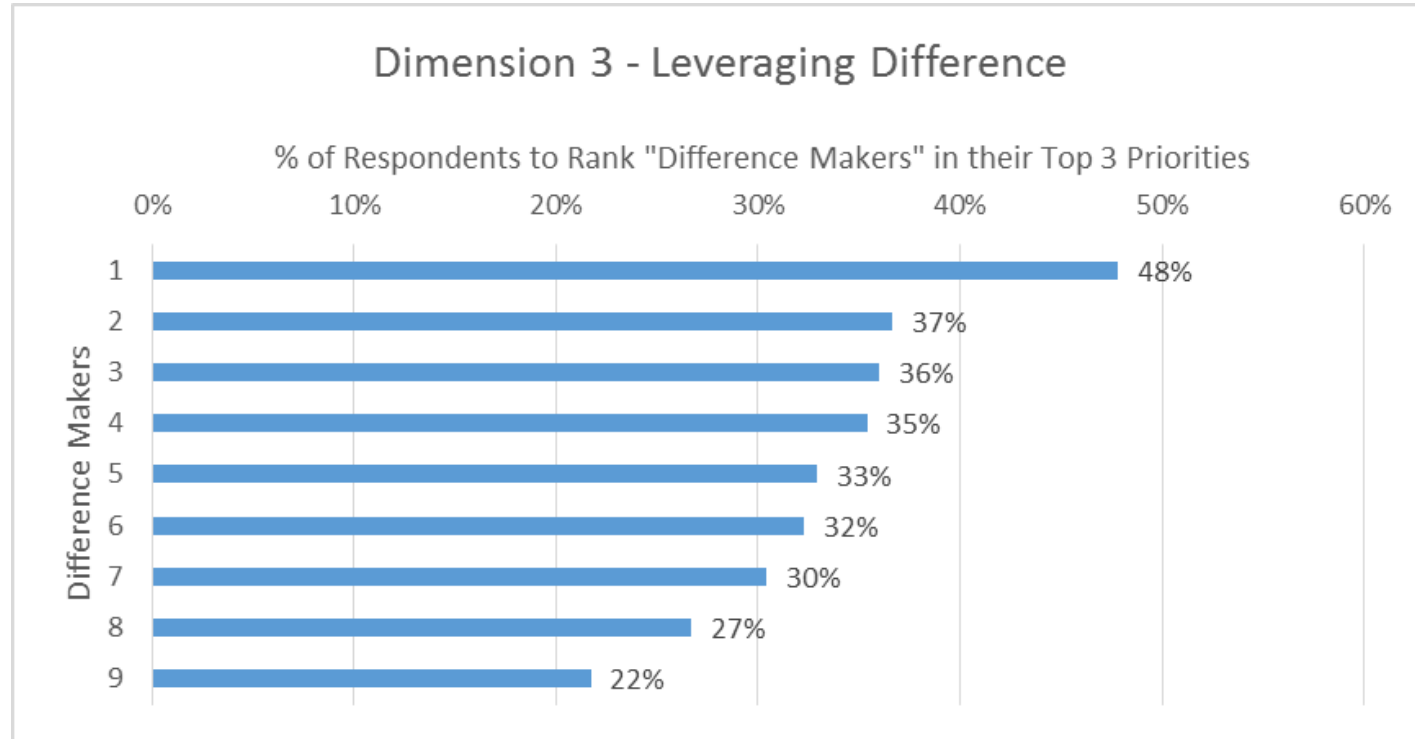
1. RIT will be the university with the best placement rate and return on investment of all private universities in the United States.
2. Through a tuition containment program and a capital campaign drive for additional scholarship support, RIT will address the financial needs of promising low-income students.
3. RIT will become the university that best utilizes educational technology to improve access, maintain academic quality, and achieve desired learning outcomes while balancing costs.
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.
5. RIT will develop alternative methods of raising revenue, including developing innovative, fully online workforce development programs for nontraditional students, increasing opportunities for venue rentals by external parties, and providing services to the Rochester community.

Dimension 5 - Organizational Agility



Difference Makers

1. RIT's curricular, administrative, and organizational structures will serve--not impede--discovery, border crossing, and collaboration among students, faculty, and staff.
2. RIT will develop a university culture that is less risk-averse and less bureaucratic; it will streamline compliance measures and empower local decision-making responsibilities.
3. RIT will reduce academic and administrative silos and diminish the lingering negative effects of a silo culture.
4. Following a thorough budget and space audit, RIT will create a master space plan.
5. In the service of ensuring a sustainable planet, RIT will restore, ameliorate, and work within the systems and resources necessary to meet the needs of the current generation in an equitable manner without jeopardizing future generations.



Difference Makers

1. RIT will be the largest producer of female, under-represented male, and deaf or hard-of-hearing STEM graduates among all private colleges in the U.S.
2. RIT will establish targeted centers of collaborative research with international universities, laboratories, and/or corporations in areas of common expertise and aligned goals.
3. RIT will eliminate the achievement gap between under-represented and majority students, becoming a model of inclusive excellence for all students.
4. RIT students and faculty will be internationally recognized for their global experience, their mastery of intercultural competencies, and their engagement with globally relevant problems.
5. RIT will be among the top five national universities in global engagement, as measured by the breadth and size of its international student and alumni populations.
6. 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.
7. RIT will become a model of inclusive excellence for all faculty and staff in the areas of professional development and promotion.
8. RIT will reflect diversity and inclusion as core values in assessing performance and promotion at all levels and in all functions of the university.
9. RIT will be a model of excellence in its deployment of difference to solve problems and practice innovation.