

Reconsidering Institutional Excellence and Individual Success

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The foremost activity of the RIT faculty is to facilitate, enable, and support student learning. Scholarship is an essential ingredient in an effective learning environment.

RIT Strategic Plan, 2005-2015

Universities are doing far more these days than educating students. In fact, the education function is becoming less dominant at many institutions, almost like an auxiliary enterprise....

**Louis Paradise
Chronicle of Higher Education
January 6, 2004**

Strategic Goal A4

RIT will be recognized as a university that puts teaching and learning above all other activities....

Making the Most of College

Good advising might be the single most underestimated characteristic of a successful college experience.

Professor Richard Light,
Harvard University, 2001

D, F, or W grades [in the first year] are the single greatest indicator of student attrition....

**Kit Mayberry, Opening Remarks
RIT FITL, November 2002**

Transforming Students Through Validation

Even the most non-traditional students can be transformed into powerful learners through in- and out-of-class academic or interpersonal validation.

Dr. Laura Rendon, 1994

“Excellence” in Higher Ed = Resources + Reputation

Resources—Size of endowment, mean SAT scores of entering class, research dollars garnered by faculty, etc.

Reputation—What others think about you (e.g., US News & World Report rankings)

The New American University

*We want to be known more for
the students we include than
for those we exclude....*

Dr. Michael Crow, President
Arizona State University

Mission
+
Talent Development =

Educational Excellence

Astin, 1985

**The New American University
measures its academic quality
by the education its graduates
received rather than by the
academic credentials of the
incoming freshman class....**

ASU: A New American University

It's become fashionable for organizations to spend countless hours and money drafting elegant vision, mission, values, and purpose statements....

Such pronouncements are fine and good but they are not the essence of a visionary organization...

Built to Last

James Collins & Jerry Porras, 2002

The essence of a visionary organization is the translation of its core ideology into everything it does.

Collins and Porras, 2000

A Category of One University

For students, parents, and employers who seek what RIT is and what RIT does, RIT will be the standard to which others aspire....

**Our deepest fear is that
we are powerful beyond
measure....**

**Marianne Williamson
and Nelson Mandela(?)**

Most visions never become reality because people usually underestimate the amount of time, energy and commitment that are required to make a vision real.

**Peter Senge, MIT Center for
Organizational Learning**

Escalante Equation

SUCCESS=

Commitment

+

Determination

+

HARD WORK

Time

American Issue Attention Span

1. Media, Public politicians ignore or are unaware of a serious problem.
2. The problem is noticed, a crisis is declared and a solution is concocted.
3. Realization that the problem cannot be easily fixed or is costly to resolve.
4. Anger emerges at the problem's *intransigence*—boredom results.
5. Attention shifts and the problem is once again ignored.

Anthony Downs, Brookings, 1972

Strategic Goal E2

RIT will facilitate a campus climate where the value of diversity and its importance in creating a sense of community is recognized and appreciated.

Campus diversity represents an educational benefit for all students.

70% of faculty strongly agree that their institutions are committed to enhancing the campus climate for all students...

Does Diversity Make a Difference?
ACE & AAUP, 2001

“Faculty Diversity: Too Little for Too Long”

1975

4.4% Black faculty

1.4% Hispanic/Latino

1997

5% Black faculty

2.8% Hispanic/Latino

**Harvard Project on
Faculty Appointments
Trower and Chait, 2001**

In 2002, 26 of 80 new faculty hires at RIT were Black, Latino, or Native American....

**Rochester Democrat and Chronicle
September 14, 2004**

Redefining “success...”

The increasing narcissism we have come to see in our students might be a reflection of what they are seeing in our colleges and universities....

Alexander Astin

The New American University...

**is one whose students, faculty,
and staff transcend the concept
of community service to accept
responsibility for the economic,
social, cultural, and
environmental vitality of the
communities they serve.**

Values

RIT reaches the highest level of quality through collective and individual commitment to ethics, pluralism, and respect for humanity.

To **laugh often and much**, to win the respect of **intelligent people** and the affection of **children**, to earn the appreciation of honest critics and endure the betrayal of false friends, to **appreciate beauty**, to find the **best in others**, to leave the **world a bit better**, whether by a **healthy child**, a **garden patch**...to know that even **one life has breathed easier** because you have **lived**. This is to have **succeeded!**

—Emerson