MANY VOICES, ONE VISION 2014–2019   AN UPDATED STRATEGIC PLAN FOR ILLINOIS INSTITUTE OF TECHNOLOGY

ILLINOIS INSTITUTE OF TECHNOLOGY

Executive Summary

In 2009, key stakeholders in the IIT community participated in a process to develop a strategic plan for the university—a plan that aptly became known as Many Voices, One Vision. It is now time to reflect upon the progress we have attained and to revise our priorities for the next five years.

The University Steering Committee was reinstated in 2013, and academic deans, faculty, staff, students, trustees, and alumni provided feedback on various drafts of proposed updates to the strategic plan themes. The resultant plan remains true to Illinois Institute of Technology's legacy as a university with an internationally preeminent stature in engineering, science, and technology, and to the Bauhaus spirit of innovation brought to Chicago and IIT in the 1930s by László Moholy-Nagy and Ludwig Mies van der Rohe.

Our vision and mission statements are unchanged. The university remains committed to:

- Innovation and the nurturing of excellence
- Vigorous partnerships with the great city of Chicago
- The relevant education of our students, including those from disadvantaged backgrounds
- International collaborations
- Cross-disciplinary research and education that build on our strengths in the professions and technology

IIT acknowledges and reaffirms that IIT graduates must exercise discipline-specific expertise, maintain high values, and exhibit a true ability to create, innovate, initiate, and lead. We also need to continue to challenge ourselves to make the boundaries between our academic units more fluid in order to bring greater recognition to IIT through collaboration, an emphasis on excellence, a commitment to diversity, and a respectful work environment.

Six university-wide priorities have been identified as areas of focus over the next five years:

1. Growth and development of the student body
2. Promotion of innovative thinking and excellence throughout the university
3. Elevation of IIT's visibility and reputation
4. Enhancement of IIT's facilities, infrastructure, and environments
5. Development of resources to enable progress
6. Strengthening of IIT's colleges and schools

Each of these priorities is linked to specific goals with measurable five-year milestones. While ambitious, these goals are achievable and essential for IIT to realize its vision.

This document addresses not only the priorities but also the implementation process required to attain the goals within them. Implementation requires the ideas and commitment of the faculty and staff as well as input from students.

The following actions are essential for the implementation process to be successful:

- The Board of Trustees will hold senior administration accountable for the execution of the plan and achievement of its milestones.
- All constituents of the university will contribute to the development of resources necessary for institutional progress.
- The president and provost will strategically allocate resources to ensure that staff and faculty will have what is necessary to achieve our priorities.
- The faculty and academic leadership will be responsible for developing our distinctive educational experience, which will allow us to grow the student body.
- The faculty and staff will be responsible for strengthening our institution's core values of innovation and excellence, for encouraging diversity, and for maintaining a respectful work environment.
- A marketing and communications plan will be implemented, aimed at elevating our visibility and reputation.
- The Board of Trustees, facilities staff, and university leadership will develop plans to support our long-term need to enhance and preserve our physical resources, infrastructure, and environments.
- The deans, with their faculty, will develop college/school-specific plans to strengthen their units and/or programs.
- Our alumni will be engaged in the plan—acting as advocates for the university, working directly with our students, and providing volunteer and philanthropic support.

The execution of the plan depends not only on the implementation process that we put in place but also on the timely assessment of our progress. In fact, the implementation and assessment processes are as important as the plan itself. The metrics found in the report will be used to determine improvement and guide revision of the plan as circumstances change. The Strategic Plan Assessment Advisory Board (SPAAB), which consists of faculty, students, and staff, will play an important role in providing an objective assessment of the achievement of our goals and milestones. It is also the group that reviews proposed enhancements to the plan over time. The university's senior leadership and the Board of Trustees will receive periodic reports on the progress made as well as justification for any deviation from the plan.

Our strategic plan continues to be replete with ambition, optimism, and confidence. Our institution has taken demonstrable strides toward a brighter future in many key areas, including the achievement of financial stability, a stronger global reputation, and noteworthy contributions to the community, city, state, nation, and world.

This strategic plan belongs to everyone who supports, and who believes in, Illinois Institute of Technology. Through it, we will achieve our goals, realize our vision, and continue our commitment to ongoing improvement and quality.

Many Voices, One Vision

Moving Forward: A Strategic Plan for Illinois Institute of Technology   2014–2019

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Vision, Mission, and Values and Core Principles

VISION

IIT will be internationally recognized in distinctive areas of education and research, using as its platform the global city of Chicago, driven by a professional and technology-oriented focus, and based on a culture of innovation and excellence.

- ***Internationally Recognized in Distinctive Areas***

  Research themes and educational programs must be interdisciplinary to achieve national/international distinction. We have no academic unit that is either large enough or prominent enough to carry the university's research and educational reputation on its own. We need premier, highly recognized, academically excellent market positions in a few interdisciplinary areas to help raise the overall visibility of IIT. Our goal of international recognition will influence our resource allocations, and we will build on existing strengths that offer us comparative advantages.

- ***Education and Research***

  We will become excellent in both research and education because the synergy between research and education leads to improvements in both domains. Innovation in education and research at both the undergraduate and graduate levels is required to capture the public's attention, attract a broader spectrum of high-quality students, and differentiate IIT from similar technology-oriented institutions. Students will select IIT because they gain an educational experience that is not replicated at other universities and because they believe IIT will help prepare them for success throughout their careers. Leadership, entrepreneurial, and creative activity that lead to meaningful innovation, an understanding of the process of design, global awareness, and an appreciation of diversity and excellence will all become hallmarks of an IIT education, in addition to discipline-specific mastery and interaction with outstanding faculty in and out of the classroom.

Scholarship, research excellence, and creativity that lead to innovation from our faculty and students will be valued at IIT. Educating undergraduates and graduates (both master's and doctoral students) who will become executives, entrepreneurs, and thought leaders in their respective fields will be a priority. And since these graduates often go on to occupy key positions in industry, government, and academe, they will bring added distinction to the university.

- *Chicago*

  IIT's presence in Chicago serves the university in two ways. Our location supports our global recruiting efforts through Chicago's growing reputation as an international destination. The city also provides opportunities that help shape IIT's educational and research initiatives.

  Conversely, IIT will continue to be a positive influence on Chicago. It is through the innovations emanating from the university that the city will benefit and thrive—and it is through collaborations that our partnership will continue to strengthen.

- *Professional and Technology-Oriented*

  IIT established its reputation as a preeminent engineering school with additional strengths in science, architecture, law, and design. The name of the university reinforces this image. The future of the university, however, rests on the development and/or enhancement of the national/international reputation of all of our programs. The stature of our design school, and the reputation of law, human sciences, applied technology, business, and architecture, present an opportunity to leverage our assets between the technical and professional disciplines. We can elevate our programs by focusing on choice areas of interest that emphasize collaboration and synergy among our colleges and schools with a goal of creating products, systems, and services that have sustainable economic value.

- *Innovation and Excellence*

  IIT inherited an extraordinary legacy of innovation from the German Bauhaus, the European center for architecture and design until the mid-1930s. Both the Institute of Design and the College of Architecture owe a debt to its path-breaking creativity. IIT has embraced this legacy by seeking transformational events designed to lead to a marked increase in quality and recognition. Such events occur in an environment, like that of the Bauhaus, that nurtures new ideas. New ideas must be protected from the dominance of *status quo*. The university must become an experimental studio to test new ideas—free from constraints imposed by rigid organizational structures. We also need to encourage innovation that leads to enterprise by allowing students, faculty, and staff to have access to our Idea Shop, Incubator, and University Technology Park in order to follow their ideas from concept to enterprise in the pursuit of sustainable economic value.

  Both the academic and non-academic units of the university must strive for, and achieve, excellence in all activities throughout the university. We must challenge ourselves to emphasize excellence, a commitment to diversity, and a respectful work environment throughout all areas of the university. We must improve our administrative processes to properly serve our students, and to support our faculty and staff. Continuous improvement of our educational and research programs will strengthen the university's financial solvency and enhance its reputation.

MISSION

To provide distinctive and relevant education in an environment of scientific, technological, and professional knowledge creation and innovation.

IIT's mission statement captures explicitly the character of the education paradigm that IIT's academic units are contributing in both education and research. The key word is ***relevant***: embracing the faculty's commitment to providing an education that focuses on preparing our students for fulfilled lives after graduation and for careers that contribute to solving important problems facing humanity.

We are a supportive and collaborative community where students, faculty, staff, and alumni are valued and respected. We appreciate that our community comes from many backgrounds and many parts of the world. We embrace the contributions that differences offer, as diversity of thought and experience allows excellence to flourish. We are committed to providing a working and learning environment in which all members of our community are able to realize their full potential. Our mission will be carried out within this context.

VALUES AND CORE PRINCIPLES

In order to continuously improve, we must "live" our values. The culture of a university is a shared system of values, beliefs, and attitudes that shapes and influences behavior. It is disseminated through the organization from top to bottom and from generation to generation. And, in order to continuously improve, those values must guide our actions and behaviors.

We define our culture using seven core-operating principles that we then used to guide us in our planning. While these principles do not in themselves define a strategy, a successful plan requires adhering to them.

- ***Focus on Students:*** Our primary mission is not only to educate students in their chosen disciplines, but also to inspire them to become innovators, leaders, and positive contributors to society. Our goal is to prepare our graduates for significant and sustainable professional success in their chosen careers.

- ***Strengthen Faculty and Staff:*** The faculty inspire and direct all we do academically—from basic education to discovery and the creation of new concepts, systems, and products. The staff delivers our administrative services, and partners with the faculty, to ensure an excellent student experience.

- ***Foster Leadership and Ethical Decision-Making:*** Leadership and ethical decision-making are essential for the growth of the person as well as the organization. Leadership development therefore is important for all segments of the university—faculty, students, and staff. Succession planning is also required to continuously promote excellence.

- ***Commit to Diversity and Excellence:*** If we are to both remain relevant and attract the highest caliber of students, faculty, and staff, we must ensure that our community is inclusive and open to all viewpoints. A culture of excellence, as well as diversity, must pervade the university in both academic and non-academic areas.

- ***Focus on Resource Management:*** The financial well-being of the institution is critical for our success. We will embrace responsibility-centered management to achieve financial strength and expect that all members of the IIT community, including alumni, are responsible for enhancing our resources.

- **Enhance Reputation:** All units of the university will benefit from the international recognition of any one of them. We must therefore continuously strive to gain recognition for our positive contributions as a university. Preeminence in several academic areas must be achieved for us to gain the international reputation we desire.

- **Engage Alumni:** Our greatest legacy is our alumni. Their many accomplishments to business, government, academia, and society enhance our reputation. We heavily rely upon our alumni for their involvement and philanthropic support in the execution of this plan. We therefore will support our alumni in whatever areas we can, and in turn, engage them in planning for the future of IIT.

Strategy, Resources, and Budget

Our strategy is embedded in our long-term financial plan and our annual budget process. The essence of that strategy, presented in the following sections, is the generation and allocation of resources to achieve our goals and objectives as well as maintaining the alignment of our vision and goals with our budget.

As we implement the strategic plan, the proposed actions must be assessed with respect to the goals, objectives, and the financial situation. The latter will alter timelines but should not alter our commitment to the achievement of our priorities. We will adequately fund those initiatives that advance the achievement of the strategic plan.

Proposals for university-wide initiatives must meet the test of the "investment square" for resource allocation:

1. **Visibility.** The initiative must promise to bring external recognition to IIT in an area of importance to society in general and to higher education specifically.

2. **Sustainability.** There must be foreseeable resources to sustain any initiative. Sources of funding—for example, from government and corporate grants, philanthropy, and/or tuition revenues—must be predictable over at least a five-year horizon. There must also be a strong indication that any university investment will attract outstanding scholars, innovators, and students to the university.

3. **Synergy.** Investment in a university-wide initiative must directly or indirectly stimulate improvement in more than one area of the university. Our size dictates the importance of leveraging resources across the institution.

4. **Leadership.** Even the best idea will stall without a champion. The champion must have a passion for the idea, be recognized for outstanding work related to it, and be the spokesperson for it. The champion must also accept responsibility for recruiting the necessary human and financial resources to advance the initiative.

To maintain the credibility of our planning process, there should be demonstrable use of the strategic plan in all areas of our operations and resource allocations.

The two most important steps we can take to advance the university are 1) our continual reference to the strategic plan in decision-making and 2) our focus on the vision. The strategic plan is a living document that requires continuous amendment to maintain consistent progress toward the vision. The vision should not change in the immediate future; however, the plan should evolve on an annual basis because of a shifting financial climate, unexpected opportunities that present themselves, and changes in the external environment, including technology, business, and our challenging global society.

Strategic Priorities

In order to achieve our vision, we have identified six major strategic priorities for the university, each aligned with our mission.

1. **Grow and Develop the Student Body**

    To grow our student body, we must build a truly distinctive IIT education that is valued by our students as well as those who wish to partner with us or hire our graduates. This distinctiveness must be based on disciplinary excellence that is enhanced by an overarching education that prepares each student for individual success after graduation. There will be a focus on exposing our undergraduate students to areas more traditionally associated with our strengths in graduate education—design, business, law (especially intellectual property), and psychology. There will also be an emphasis on collaborative experiences where interdisciplinary teams engage to solve real-world problems that in some cases may result in sustained economic value.

    Our students must practice creative thought, learn to innovate, understand entrepreneurial activity and the development of enterprise, and become excellent communicators and leaders who are internationally sophisticated and globally aware. As a private university, we must have as a goal to deliver an education that prepares our graduates for successful lives—ones in which they contribute in their fields the first day after graduation as well as 20 years later, and in which they obtain leadership positions.

    As we focus on growing and developing our student body, we will increase our retention rate, graduation rate, and placement rate to those equivalent to or better than our peer institutions. To be successful in this endeavor, we must involve our worldwide alumni population in the identification of potential students, in the mentoring of current students, and in the placement of our graduates.

    The growth of our student body is necessary and desirable in order to enhance the impact of our institution on society. It will also enable us to develop the financial resources necessary to hire outstanding faculty members, ensure that our physical plant is not only updated but appropriate to attain our other goals, and allow strategic investment in the future of our university.

    Our focus will be to produce graduates who have discipline-specific expertise and who are also known for their ability to collaborate, create, innovate, initiate, and lead. In this strategy we will partner with the city of Chicago and become a positive influence for change by applying our innovations to the benefit of our larger community.

    Our strategies to grow and develop the student body are as follows:
    a. *Build a truly distinctive IIT education.*
        - Develop academic programs and strategies that distinctively define the IIT graduate.
        - Add design, law, psychology, and business components to the undergraduate education to reflect our graduate strengths.
        - Establish and operate an Innovation Center that attracts and develops faculty and students who aspire to become the leaders, innovators, and entrepreneurs of the future.
        - Increase the number of interdisciplinary co-terminal degree programs.
    b. *Balance the university population.*
        - Stabilize the graduate population at 5,000 (4,000 Mies Campus).
        - Increase the undergraduate population to 4,000, or 50 percent of the student body on the Mies Campus.

  c.   ***Increase retention, the graduation rate, and student placement.***
- Increase the retention rate to 95 percent in all years.
- Increase the six-year undergraduate graduation rate to 75 percent.
- Exceed the AITU placement average (currently 90 percent per year) for all graduates.

  d.   ***Increase the worldwide alumni population that supports and promotes the university.***

2. **Promote Innovative Thinking and Excellence Throughout the University**

   Our university's overarching programs must be focused on the development of the person as a whole. Therefore, to promote meaningful innovation and excellence, we must establish an environment for, and a mindset among, our faculty, students, and staff where creativity is valued and encouraged. We must strive to support collaboration in every aspect of university life. We must commit to ensuring that our faculty scholarship is well recognized globally and to increasing that scholarship in every field. We must enhance all university processes with a goal to make all interactions positive and to have those interactions lead to the constructive solution of problems. We must purposefully link our university to the growing worldwide innovation network by partnering with key organizations in Chicago.

   In addition to our academic programs, out-of-class experiences will be an important consideration. The Leadership Academy, the Entrepreneurship Academy (including the Knapp Entrepreneurial Center), Student and Residence Life, our Living and Learning Communities, fraternities and sororities, undergraduate research opportunities, Study Abroad Program, student clubs, and athletics are all part of a vital university experience.

   The Innovation Center

   We will establish and operate an "Innovation Center" (IC) with a vision to "attract and develop students and faculty who will learn to convert their creative ideas into significant viable innovations" and a mission to "nurture the advancement of creative ideas, foster interdisciplinary collaboration, and create a culture that enables innovation to flourish."

   The Innovation Center will be a place where students, faculty, and partners will be inspired, work together with like-minded yet diversely skilled people, and have access to resources and support to develop extraordinary innovations. It will be a unique environment on campus, and through its distinctive design, programming, and diverse population, it will be admired and recognized as a premier example for the successful integration of innovation, education, and collaboration. It will help create, from within our student body and faculty, the thought leaders, entrepreneurs, and innovators of the future, and will be a source of pride for the IIT community.

   On the Mies Campus, the IC will be a home for the Institute of Design, the new Idea Shop, and our Interprofessional Projects (IPRO) Program. It will also be an experimental facility for the initiation, development, and nurturing of academic programs related to innovation, leadership, and entrepreneurship. It will be a space and a destination to encourage collaboration between and among faculty, students, alumni, and the entrepreneurial community that will lead to meaningful innovations. It will also be a center for our entrepreneurial outreach activities, strengthening the university's technology transfer and commercialization programs, as well as the Knapp Entrepreneurial Center, and providing support for both faculty and student-generated concepts for products and processes. And it will be linked to our vibrant University Technology Park; as the ideas nurtured in the IC mature, their development will require a company-centric space.

The Teaching and Learning Center
We must also initiate a Teaching and Learning Center. Its objective is to promote and share best practices among our faculty, develop new educational pedagogies, and introduce new faculty to the IIT way of education. We will also develop the next generation of IPRO, improve our blended classrooms, and continue development of our online education within this center.

We have the following strategies to promote innovation and excellence:

a. **Promote innovation across the university among faculty, students, and staff.**
   - Build the Innovation Center.
     o Facilitate an environment for collaboration and interdisciplinary innovation.
     o Link the IC to the regional and global innovation network.
   - Continue to improve the Entrepreneurship and Leadership Academies.
   - Launch the Teaching and Learning Center.
   - Develop IPRO 3.0.
b. **Establish a formal structure to support the entrepreneurial activities emerging from the IC.**
   - Link all support for entrepreneurial companies through the Knapp Entrepreneurial Center.
   - Strengthen technology transfer and commercialization.
   - Increase student and faculty engagement with entrepreneurial companies in University Technology Park and the greater Chicago tech community.
c. **Enhance university processes to exemplary levels.**
d. **Focus on personnel development and diversity enhancements.**
   - Increase faculty, staff, and student diversity.
   - Develop and retain the best diverse workforce.

3. **Elevate IIT's Visibility and Rankings**
   Today, three factors generally contribute to a university's reputation among broader audiences:
   1) ranking by various external agencies; 2) research excellence determined by faculty scholarship metrics; and 3) marketing strategy.

   We must focus on improving our university and individual program rankings, especially our undergraduate ranking in *U.S. News & World Report*. This report influences the choice set of many top students when they are making their enrollment decision. The marketing of both faculty scholarship in defined areas of excellence and the accomplishments of our graduates is also important as these success stories impact graduation and placement rates and act to position the university competitively.

   Our strategies to elevate IIT's visibility and rankings are as follows:

   a. **Improve university rankings.**
      - Develop plans to elevate individual college/school and program/discipline rankings, and ensure that the university is recognized as one of the top 100 universities in the U.S.
      - Focus on continuous improvement of retention, graduation, and placement statistics.
      - Develop our graduates to be successful globally.
      - Engage alumni and leverage their success to benefit the university.

     b.   **Establish and enhance specific areas of renowned academic and research excellence.**
- Develop areas of scholarship that are globally recognized.
- Become a center for innovation and excellence in technology and the professions.
- Increase partnerships with other universities, national laboratories, and industry.

     c.   **Implement a robust marketing strategy based on IIT's strengths and achievements to improve our reputation and provide recognition of our accomplishments.**
- Recognize stellar individual and group accomplishments of faculty, students, and alumni.
- Improve our university stature locally, globally, and nationally.

4.   **Enhance IIT's Facilities, Infrastructure, and Environments**

Many universities face an issue with renewal of an aging infrastructure, and IIT is no exception. The infrastructure must be updated to currently acceptable building codes and continually evolving technology expectations while accepting that educational pedagogy is changing the nature of, and the student interaction in, the classroom.

All of these drivers must be resolved in any capital allocation plan aimed at the improvement of facilities and infrastructure. This can lead to construction of new buildings (the Innovation Center), the complete renovation of existing structures (certain floors in IIT Tower), upgrading and partial renovation (Engineering 1/The John T. Rettaliata Engineering Center and the Life Sciences Building/ The Robert A. Pritzker Research Center), or the installation of needed improvements (HVAC in student housing, new roofs on Keating and Hermann Hall, artificial turf on the soccer field). The need to be disability compliant and to meet ADA standards is also important.

Another area of focus is the development of a strategy to guide our interaction with our local environments. This must not only include the long-term plan for updating campus facilities, technology, and infrastructure, but it also must embrace our responsibility to improve our local community. Therefore, our various relationships (services, transportation, and economic development) with Bronzeville and other local neighborhoods must be nurtured and included in our plans.

The expectation is that our facilities will enhance the educational experience of our students (many of whom are residential), increase our potential for external partnerships, enhance the ability of our faculty to teach and conduct research, allow our faculty and students to be more engaged with each other, and facilitate smooth functioning of the university.

There are two areas of focus to enhance IIT's facilities, infrastructure, and environments:

     a.   **Improve and update facilities, technology, and infrastructure.**
- Continue to improve our classrooms, research laboratories, athletic facilities, collaborative spaces, offices, and residential housing.
- Implement and leverage technology to enhance academic, research, and business objectives.
- Continue to upgrade all of our campus structures through strategic and continuous maintenance and renewal.

     b.   **Focus on improving our communities and environments.**
- Continue to improve the residential community in order to provide an extraordinary campus experience.
- Continue to enhance the work environment to better meet the needs and expectations of our faculty and staff.

- Increase outreach, partnerships, internships, level of community support, and the number of Chicago/Illinois initiatives.
- Increase the involvement of current students, global alumni, the local community, and businesses in shaping the future of the university.
- Initiate new activities on each of our campuses to increase student engagement with each other, the university, and the local and global communities.

5. Develop Resources to Enable Progress

The university has demonstrated financial discipline through achieving a balanced operating budget. Over the last four years there were no operational deficits and the budget has started to include needed capital projects. A balanced budget was achieved by revenue enhancement and strategic reallocations of resources without significant growth of expenditures.

The financial strength of the university is also directly related to growth of the student body and to the growth of the endowment. Growth of tuition income requires increased net tuition and increased numbers. Increasing the endowment requires aggressive development of philanthropic opportunities to put new money into the endowment each year, sound investment strategies, and a fixed annual draw (5 percent of 12 trailing quarters) from the liquid portion of the endowment. This is the focus of our "Fueling Innovation" campaign.

The following are key strategies to develop resources to enable progress:

a. **Achieve/exceed campaign goal of $250 million.**
b. **Grow the endowment.**
c. **Increase tuition revenue.**
   - Increase average net tuition revenue per student.
   - Increase online revenue by at least 100 percent in five years.
   - Increase summer revenue by at least 50 percent in five years.
d. **Increase research volume and the percentage of faculty who contribute to externally funded projects.**
e. **Monitor and control expenditures to ensure efficiency and effectiveness of operations.**
f. **Make strategic investments that will enable university growth and progress.**

6. Strengthen All of IIT's Schools/Colleges

IIT's schools and colleges must improve and strengthen to be nationally and internationally competitive. They must have faculty and programs that are recognized by ranking groups, other universities, alumni, and prospective students. Such recognition can be evidenced in a number of metrics: 1) international rankings of programs (for example, the Stuart Finance Program ranks third in the United States and 26th in the world by the *Financial Times*); 2) national rankings (2014 *Fiske Guide to Colleges* ranking of IIT as a "Best Buy" university; *Payscale* ranking IIT among the top five schools in the Midwest for salary potential of its undergraduates); 3) faculty publications, citations, and awards; and 4) media visibility including television stories, newspaper articles, Internet/blog mentions, and YouTube/social media posts/views.

As a technology-focused university, IIT must have programs in engineering and science that are internationally recognized. We must become known as an innovative and creative leader in both research and education. Research programs must be clustered around our university focus areas; for example, engineering is the obvious leader of at least one of the major interdisciplinary areas—energy. The efforts to substantially increase our research programs in engineering and science will enhance our educational

programs as our researchers are able to communicate the latest findings in their various fields to the students in their classes.

In addition to engineering and science, we need to elevate the reputation of all of our schools/colleges: applied technology, architecture, business, design, human sciences, and law. It is clear that our path to prominence must be in leveraging our strengths by focusing on collaboration-based interdisciplinary efforts.

To strengthen all of IIT's schools and colleges, we have the following strategies:

a.   **Elevate engineering to international stature.**
b.   **Enhance the international stature of both design and architecture.**
c.   **Develop another area of international prominence (in addition to finance) within Stuart.**
d.   **Develop additional areas of national prominence and grow areas of international recognition at Chicago-Kent, the College of Science, Lewis College of Human Sciences, and the School of Applied Technology.**
e.   **Develop areas of interdisciplinary strength where colleges, schools, and institutes collaborate in both education and research.**

SMART Goals 2014–2019

These previously stated strategic priorities are supported by SMART Goals, which are Specific, Measurable, Attainable, Realistic, and Timely. This section describes the major goals for each priority. ***Numerical targets are for achievement by FY19, unless otherwise indicated.***

1.   **Grow and Develop the Student Body.**
   - Increase the undergraduate student population to 4,000.
   - Increase the total student population to 9,000.
   - Achieve a student population on the Mies Campus that is 50 percent undergraduate and 50 percent graduate.
   - Increase year-to-year retention of all students to 95 percent.
   - Increase the undergraduate graduation rate to 75 percent.
   - Exceed the AITU placement average (currently 90 percent per year) for all graduates.
   - Establish and operate an Innovation Center by FY18.
   - Ensure at least one interdisciplinary co-terminal degree offering in all colleges/schools.

2.   **Promote Innovative Thinking and Excellence Throughout the University.**
   - Complete the Innovation Center building or develop space on campus for the IC by FY17.
   - Establish a formal structure for technology commercialization, startup support, and student engagement with entrepreneurial enterprises by FY15.
   - Initiate the Teaching and Learning Center by FY17.
   - Increase the diversity of the Category 1 faculty (female members to 100 [+40] and underrepresented minority members to 50 [+35] by FY25 or sooner) to better reflect our undergraduate student body diversity.
   - Continue to increase student diversity to achieve at least 40 percent female and 25 percent underrepresented minorities.

3. **Elevate IIT's Visibility and Rankings.**
   - Ensure that our university is recognized as one of the top 100 undergraduate universities in the U.S.
   - Increase the ranking of all individual units.
   - Implement the IIT marketing plan by FY16
   - Increase undergraduate alumni engagement measured through their giving from 9 percent to 12 percent.

4. **Enhance IIT's Facilities, Infrastructure, and Environments.**
   - Develop and initiate implementation of a Facilities Improvement Plan for the campus by FY17.
   - Develop and initiate implementation of a Technology Plan for our educational facilities by FY16.
   - Implement a plan to allow for strategic maintenance and renewal of our infrastructure by FY17.
   - Develop finances to allow for $15 million to be spent on IIT's facilities, infrastructure, and environments annually.
   - Ensure that 80 percent of the student body rates their campus experience positively in our survey.
   - Ensure that 80 percent of our staff rates their overall satisfaction as positive in our survey.
   - Develop and implement a campus/community plan to allow for a doubling of student/ community interactions at each campus.
   - Increase by 100 percent the number of alumni involved in outreach, partnership with companies, internships, job placement, and university engagement.

5. **Develop Resources to Enable Progress.**
   - Achieve/exceed the campaign goal of $250 million.
   - Grow the endowment to $300 million.
   - Increase tuition revenue by at least 4 percent per year.
   - Increase online and summer revenue by 100 percent.
   - Increase research awards to $60 million per year and research expenditures to $55 million per year.

6. **Strengthen All of IIT's Schools/Colleges.**
   - Increase the undergraduate ranking of engineering to the top 50 in *U.S. News & World Report*.
   - Ensure the ranking of ID remains within the top three worldwide.
   - Increase the ranking of architecture's undergraduate program to the top 10 in the U.S.
   - Ensure the ranking of finance at Stuart remains in the top five in the U.S.
   - Increase the number of nationally ranked programs in human sciences to three.
   - Improve the ranking of computer science in the College of Science to within the top 100.
   - Accredit programs in the School of Applied Technology by FY17.
   - Ensure that Chicago-Kent has the best bar passage rate in Illinois and Chicago, and increase its national reputation to the top 50.

Each SMART Goal will have an identified leader who will be responsible for the attainment of the goal and have the responsibility and authority to initiate action aimed at goal achievement. The initial set of assignments for the various SMART Goals is provided in the following table:

1. Grow Student Body	Alan Cramb (Mike Gosz)
Build a truly distinctive education	Chris White
Balance the university population	Mike Gosz
Increase retention, graduation rate, and placement	Chris White/Katie Stetz
2. Innovation and Excellence	**Alan Cramb**
Innovation across IIT	Deans/Chris White/David Baker
Entrepreneurship Academy	Harvey Kahalas
Internally recognized faculty scholarship	Dennis Roberson/Deans
IIT process improvement	Patricia Laughlin
Personal development and diversity	Patricia Laughlin/Anthony D'Amato
3. Visibility and Rankings	**John Anderson/Alan Cramb**
Improve rankings	Chris White
Academic/research excellence	Chris White/Dennis Roberson
Robust marketing strategy	Jeanne Hartig
4. Facilities, Infrastructure, and Environments	**John Anderson**
Facilities, technology, infrastructure	Bruce Watts/Ophir Trigalo
Communities and environments	Leroy Kennedy/Patricia Laughlin
5. Financial Resources	**John Anderson (Patricia Laughlin/Betsy Hughes)**
Exceed campaign goal	Betsy Hughes
Grow endowment	Betsy Hughes/Patricia Laughlin
Increase tuition revenue	Alan Cramb/Mike Gosz
Increase research dollars and faculty numbers	Dennis Roberson/Deans
Efficient/effective expenses	Patricia Laughlin
Strategic investments	John Anderson/Alan Cramb
6. Strengthen Colleges/Schools	**Alan Cramb (Deans)**
Armour to international stature	Natacha DePaola
Enhance architecture/design international stature	Wiel Arets/Patrick Whitney
Second area of prominence: Stuart	Harvey Kahalas
Add area of national prominence:	
Law	Harold Krent
Human Sciences	Ellen Mitchell
SAT	Carl Carlson
Science	Russell Betts

Implementation Process

Fundamental to the plan is the concept of "one university" where "we emphasize and build upon our strengths and develop a unique collaboration between the professional disciplines and our traditional majors." This concept is the key to our progress as an institution. The "one-university" approach requires that there is and will be academic strength in the core disciplines of a college, school, or department, and that this strength will support excellence in "distinctive areas of education and research."

Our detailed implementation plan will be developed with the full involvement of our key stakeholders. We will gather, consider, and apply the input of students, as they are the primary recipients of our education. We will seek to fully engage alumni in the process of the plan's development and implementation. In identifying research themes and developing curricular programs, we will also incorporate the opportunities afforded by the major challenges facing the Chicago region.

The implementation phase of the plan will coordinate our strategic priorities with our budget processes. We will first initiate actions aimed at the fulfillment of the strategic priorities in the plan and achievement of our goals and objectives, as summarized in our SMART Goals and documented in detail in our metrics. The plan will detail what will be accomplished by both our current faculty and staff, in a given time frame, and will outline where and when additions to faculty and staff and further investment will be necessary to achieve our strategic priorities. However, it is important to realize that the success of our plan depends upon the full involvement of our current faculty and staff, as well as input from our students, alumni, Board of Trustees, and other key stakeholders.

Support for the University's Strategic Plan by Academic and Non-Academic Entities

The president is ultimately responsible for both the articulation and the attainment of the vision. The provost has overall responsibility for the implementation strategy that will be used to achieve the vision of the plan and is ultimately responsible for achievement of the metrics of the SMART Goals.

The academic and administrative leadership will also be held responsible for the plan's success. This leadership group of deans, vice presidents, vice provosts, and department chairs will be reviewed annually based upon their ability to lead their units in the attainment of the goals and objectives of the plan. Deans, vice presidents, and other administrative leaders will also be responsible for the development of both five-year and annual plans for their units that will support attainment of both the SMART Goals and the vision.

Faculty and staff leadership of the various implementation topics that will facilitate attainment of our SMART Goals will be identified, and multi-unit stakeholder teams will be assembled to develop the detailed strategies and tactics necessary for success.

Assessment of Progress

The university's senior academic and administrative leadership will assess progress quarterly by reviewing SMART Goals metrics and other key milestones developed in individual unit plans. An assessment advisory

board consisting of faculty, staff, and students will meet regularly to review progress towards our goals and the attainment of our vision, and to recommend steps to accelerate accomplishment of those goals. This group will act independently of the normal annual reviews that are carried out by university leadership.

As assessment will lead to strategy change and new initiatives, and will be a key part of our plan going forward, our assessment results will be reviewed by the Executive Committee of the Board of Trustees twice per year and by the Board of Trustees annually.

ILLINOIS INSTITUTE OF TECHNOLOGY