

1. MISSION AND KEY OBJECTIVES

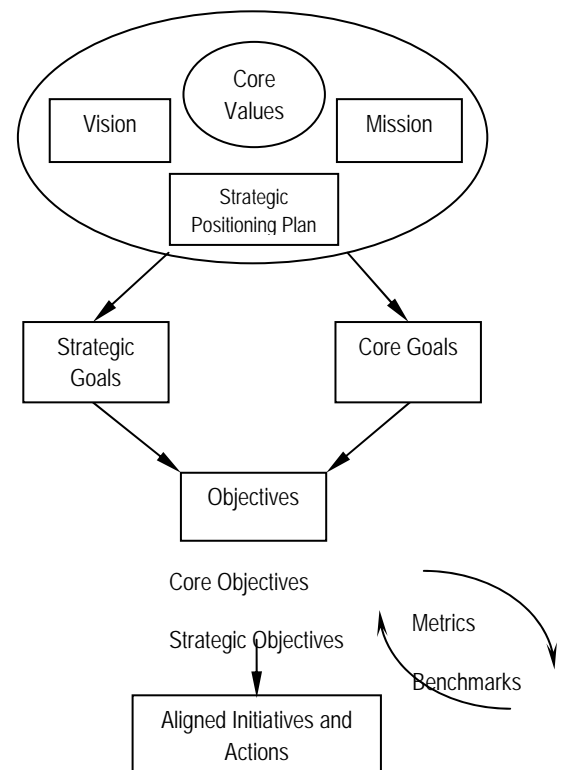
(Promulgated by the Administration as Policy or Procedure; revised 24 July 2008)

Stevens is guided by its statements of vision, core values, and mission. The vision is a description of the ideal future contribution/state of the organization, a consciously created image of what the organization would ideally like to be. Our core values are what we believe in and hold dear as an enterprise. The mission is the expression of our reason for existence and what we seek to accomplish every day.

These statements, in combination with the Strategic Positioning Plan, have led to the creation of a set of core goals and strategic goals. The core goals are tied closely to the fulfillment of our mission statement, while the strategic goals guide our efforts toward achieving the university's longer-term university. Each of the core and strategic goals is decomposed and mapped onto a set of strategic objectives. The objectives and the aligned initiatives along with benchmarks and metrics are articulated at the unit level.

The relationships among the vision, core values, mission, core goals, strategic goals, and strategic objectives are shown.

Stevens believes that solutions to many of the critical problems that face humanity can be found in improved use and understanding of technology, and that it is the duty of the university to produce engineers, scientists, and business leaders prepared to tackle these challenges. This vision is embodied in a concept referred to as Technogenesis®, the process of education that begins with the inception of an idea and proceeds through the engineering and marketing phases of the development of a product or service. Inherent in this concept is the requirement that the educational structure and research effort be multi-disciplinary and interdisciplinary. It provides researchers the opportunity to collaborate in research efforts that cut across disciplinary boundaries, as well as providing working professionals with a broad educational experience considered essential in career enhancement. Through Technogenesis, Stevens has incubated several startup companies, increased patent activity, and incorporated core Technogenesis philosophies, concepts, and techniques in the classroom.



Going forward, Stevens is strongly committed to ensuring the necessary growth to advance our prestige worldwide. Our five year vision is as follows:

“Stevens is recognized as a premier technological university noted for its distinctive educational and research programs and the impact it has on issues of national and global significance.”

Mission Statement

Stevens Institute of Technology creates new knowledge and educates and inspires students to acquire the competencies needed to lead in scientific discovery and in the creation, application, and management of technology to solve complex problems and to build new enterprises.

Core Values

- Broad-based learning for breadth of understanding
- Education rooted in research for fostering new knowledge
- Research centered on enterprise development to create shared value
- A closely knit community for mutual support and inspiration
- Integrity for engendering trust
- Operational excellence for sustaining advancement.

Core Goals

The mission is accomplished by the achievement of the following core goals:

CG 1 – The university will provide students with a broad-based, multidisciplinary learning experience in the sciences, engineering, business, and liberal arts while stressing the fundamental concepts, techniques, and attitudes that underlie different branches of technology

CG 2 - The university will promote the personal development of the student, demonstrated by a sense of ethical responsibility, awareness of the societal impact of their professions, development of leadership and team skills, and a love of learning

CG 3 - The university will create knowledge through world-class research with a distinct impact in focused areas of national importance

CG 4 - The university will nurture an innovative Technogenesis environment wherein students, faculty, and colleagues in industry contribute to the process of conception, design, and marketplace realization of new technologies

CG 5 - The university will have operational processes and infrastructure that facilitate the achievement of our mission

Strategic Goals

Stevens seeks to position itself among the nation's top research universities while enhancing the learning experience for all students. Stevens' goal is to be among the top 50 by 2012. Four broad strategic goals have been established to guide this pursuit. These in turn are comprised of a number of sub-goals. The four strategic goals and associated sub-goals are as follows:

SG 1 - Enhance the national and global prestige of the university in research and education:

- SG 1a - Sustain and enhance the diversity and responsiveness of our educational offerings to national priorities, in undergraduate and graduate programs in the three schools, a college, WebCampus, and in strategic international initiatives
- SG 1b - Align PhD programs with the goals of national research leadership
- SG 1c - Enhance recruitment of quality doctoral candidates through increased fellowship packages and more effective marketing

- SG 1d - Provide increased incentives for faculty who lead in creative research and inventiveness while enriching student learning
 - SG 1e - Increase high-impact publishing by faculty members, acquisition of competitive grants, and leadership roles in national organizations
 - SG 1f – Hire star faculty to achieve critical mass in research clusters (areas of strategic school focus) and research communities (areas of strategic university focus).
 - SG 1g - Continuously expand institutional infrastructure to support the practice of Technogenesis both within research communities and by individual faculty
- SG 2** - Provide the financial strength and stability required to enable the future ascent of the university:
- SG 2a - Enhance revenue in undergraduate and graduate programs through focused initiatives
 - SG 2b - Build steadily advancing financials through increasing non-academic revenues, implementing tighter controls, and improving the purchasing process
 - SG 2c - Expand the philanthropic donor base to increase charitable giving and grow the endowment, especially as it relates to undergraduate scholarships and doctoral fellowships
 - SG 2d - Establish supportive administrative services, procedures and financial information systems to enable faculty and research communities to flourish
 - SG 2e – Expand the external grant and contract base
 - SG 2f – Improve the processes in academic and administrative areas to prioritize resource allocation in alignment with the mission
 - SG 2g - Assess all governance and administrative functions to ensure that they are carried out effectively and efficiently
- SG 3** Maintain strong ties with industry and government
- SG 3a - Enhance strategic partnerships to augment the university’s capabilities, such as joint R&D projects and investments in Technogenesis enterprises
 - SG 3b - Continue to pursue partnerships with corporations that sponsor students in master’s programs
 - SG 3c - Expand the base of on-campus corporate recruiters and professional practice opportunities (e.g. internships, cooperative education, research)
 - SG 3d - Increase industry/government involvement in the student learning experience and senior design projects.
- SG 4** Provide an outstanding learning experience
- SG 4a – Provide faculty training in advanced teaching approaches such as active learning, project-based learning, inductive learning, and assessment
 - SG 4b – Maintain a learning environment where inventiveness, creativity, and entrepreneurship are core values
 - SG 4c - Increase the application of advanced educational technology
 - SG 4d - Enhance the connections between the classroom and the “real world” by involving outside practitioners in design projects, providing internships, cooperative educational experiences, and undergraduate research opportunities, and increasing student involvement in professional societies
 - SG 4e – Maintain a process to assess student learning in all our educational programs to ensure that outcomes are achieved

Core Metrics

The following twelve core metrics have been selected to benchmark our progress toward reaching “top fifty” status:

Student Programs

- Quality of Incoming Students (SAT, GPA Selectivity, Yield)
- Graduation rate
- Career Placement
- Academic Outcomes (programs and learning outcomes, student satisfaction and teaching effectiveness)
- Graduate Professional Programs and their impact (revenue, corporate sponsorship, demographics, customer service*)

Research

- Research awards (dollars/faculty)
- National Research Centers of Excellence
- Doctoral Students Graduated (PhD/faculty)
- Research Output (patents, licenses, companies)
- Communities of Research*

Financials

- Balanced Budget (annual)*
- Endowment (dollars per full time student)

Stevens is benchmarking all but three (marked with *) metrics against the top 50 research universities as determined by a variety of national rankings. Targets are determined internally for the other three and progress will be monitored annually.

Non-Discrimination

Stevens Institute of Technology does not discriminate against any person because of race, creed, color, national origin, sex, age, marital status, handicap, liability for service in the armed forces, or status as a disabled Vietnam-era veteran.