



July 24, 2017

To the Stevens Community,

During the spring semester of 2017, the University embarked on an inclusive, systematic and rigorous process to update the 10-year Strategic Plan at the midpoint of its implementation. I am grateful that, due to the participation of faculty, students, staff, and alumni, the University's 10-year Strategic Plan has been revised to position Stevens for continued momentum on our upward trajectory for the next five years.

The Future. Ours to Create. 2017-2022 adheres to the institutional mission, vision, and strategic priorities identified in the 2012 document with renewed emphasis on several essential themes that will advance Stevens as a solution-oriented, forward-looking institution with global impact: steady and controlled enrollment growth in parallel with an increase in the academic profile of incoming students; a renewed emphasis on faculty excellence; growth in research expenditures, including additional supports for graduate students and the research enterprise; and a resource allocation philosophy aligned to strategic priorities and unit-level decision-making and accountability. The Plan also sets more ambitious targets for a diverse faculty body and student population; increased alumni engagement in the University; and strengthened financial stability, including increases in our endowment. In addition, continued modernization and expansion of our IT infrastructure as well as our physical and campus infrastructure remained priorities in the revised version of the Plan.

Six inter- and multi-disciplinary “foundational pillars” redefine research and education domains of significant societal need in which the University possesses deep-rooted technical expertise and a strategic focus for the future: (1) artificial intelligence, machine learning, and cybersecurity; (2) data science and information systems; (3) complex systems and networks; (4) financial systems and technologies; (5) biomedical engineering, healthcare, and life sciences; and (6) resilience and sustainability.

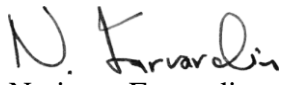
Consistent with the practice of the past five years, all goals are assigned to one or more Vice Presidents who are responsible for developing and summarizing implementation plans against the metrics articulated in each goal. Implementation plans will continue to be reviewed at an annual leadership retreat with progress summarized in the annual Strategic Plan report for review by the entire Stevens community. Deans and the academic leadership reporting to the Provost will have increased engagement, accountability, and authority in implementing the academic-related aspects of the Strategic Plan. The Faculty Senate, in close collaboration with the standing committees of the faculty, will examine implementation plans and procedures and seek input from the faculty at large.

I would like to thank Provost Christophe Pierre, Chair of the Strategic Plan Midpoint Review Steering Committee, for his leadership in this important endeavor and the entire Steering Committee for the wisdom, insights, and good will with which they approached this task. I also want to acknowledge the participation and engagement of the Faculty Senate and the broader Stevens community in providing substantive input throughout the revision process. [Click here to](#)

[review the full details of the 2017-2022 Strategic Plan](#), which will be posted on the Stevens website by mid-August 2017.

I particularly want to thank all members of the Stevens community for the significant role you have played in attaining our extraordinary progress thus far. With teamwork, dedication, focus, and confidence in our destination, I am certain that Stevens will achieve its ambitious goal to become a premier, student-centric, technological research university.

Per aspera ad astra,



Nariman Farvardin
President

