

STEVENS 2032:
INSPIRED BY **HUMANITY**,
POWERED BY **TECHNOLOGY**



Stevens 2032: Inspired by Humanity, Powered by Technology

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Note: FINAL — AS APPROVED BY THE STEVENS BOARD OF TRUSTEES ON JUNE 23, 2022.

1. Message from the President

Stevens Institute of Technology has an important place in our region and in our society. We are agile. We are technology-centric. We are in the heart of one of the most vibrant corporate and technology centers in the world. Guided by our 2012-2022 strategic plan, *The Future. Ours to Create.*, Stevens has distinguished itself as a premier, student-centric, technological research university on a remarkable ascent trajectory.

Over the past decade, in almost every measure of performance and impact, Stevens has reached new heights: enrollment growth; academic profile and diversity of our student body; growth of our faculty and their increased impact in teaching and research; expanded and modern physical and IT infrastructure; and increased engagement and support from our 50,000 alumni across the globe.

The principles articulated in our 2012 plan — student-centricity; excellence in all we do; through collaboration, impact; technology at our core — have become a part of the fabric of our university. They have enabled and fueled our achievements.

With this foundation in place, Stevens has set an even more ambitious course for our future — a course that will extend and amplify our positive impact on our students and our world.

I am enormously grateful to Provost Jianmin Qu, the entire Strategic Planning Steering Committee, and the hundreds of members of the university community — faculty and staff, students, alumni, members of the Board of Trustees and the President's Leadership Council, as well as friends and partners — for your thoughtful input and feedback on this strategic plan. With your continued engagement and partnership, Stevens will again reach for the stars.

Per aspera ad astra,

Nariman Farvardin
President

2. Message from the Provost

It was a profound honor to be appointed Chair of the Strategic Planning Steering Committee after I joined Stevens as Provost in September 2021. Through the intensive and inclusive process leading up to the release of this plan, I have had the honor of getting to know many members of the campus community as well as our alumni and many friends and partners. Moreover, through this process, I have come to understand and more deeply appreciate the potential of this university.

I am ever more convinced that Stevens has the great potential to be a transformative force in higher education and in our innovation-based economy. Due to the distinctive, technology-oriented nature of our educational programs and our faculty's research in fields that will shape the future, Stevens can — quite literally — change the world.

I am particularly excited that our community has converged on the vision for Stevens in 2032 as articulated in this plan. With continued dedication, an unrelenting commitment to excellence, agility and a laser focus on our goals, Stevens will be recognized among the most prestigious technological universities in the world.

I look forward to working together with the entire Stevens community to unleash its power and to position our university for success in the next decade.

Jianmin Qu
Provost and Senior Vice President for Academic Affairs

3. Introduction

What will Stevens be in 2032? What will be our signature contributions to education, research, economic development and talent development? How will our campus and our community look different and be different in 10 years? What investments must we make, and what infrastructure will we need to achieve our vision? And, how will we excel in our promise to our students to provide a superior, supportive and technology-infused educational environment that prepares them for a successful future?

These are some of the questions the Stevens community considered in developing our plan for the next decade. With “Excellence in All We Do” as our north star and through an intense and inclusive process spanning 17 months,¹ the extended university community developed an inspirational, aspirational and ambitious vision of the future captured in this Strategic Plan.

Titled *Stevens 2032: Inspired by Humanity, Powered by Technology*, this plan builds on the transformative progress of the last decade and charts our path for a future likely to be characterized by rapid change, unrelenting disruption and the deepening penetration of technology across all aspects of life and work.

We believe this plan is bold but attainable. We believe that, by achieving the goals articulated in this plan, Stevens will further ascend, claiming a place among the most respected technological universities in the nation and the world. Our **vision** for Stevens describes our future state:

By 2032, Stevens will be a national and global leader in technology-centric education and research, serving as a magnet for exceptional students from all backgrounds who will fuel the innovation economy and for world-class faculty who create knowledge and technologies that transform the future.

Underpinning our plan is a renewed and strengthened **mission statement** that articulates our university’s higher purpose and our value to our students and our society:

Our mission is to inspire, nurture and prepare students for an increasingly complex and technology-centric world, to develop innovative solutions to the most challenging problems of our time and to expand the frontiers of knowledge.

Four overarching **strategic priorities** provide the framework for our ambitious goals and affirm our commitment to: (a) enhancing our students’ experience and success, (b) amplifying our impact through research and innovation, (c) elevating the academic reputation of Stevens and (d) strengthening and connecting our community.

¹ A preplanning phase was conducted from February 2021 to August 2021; the Strategic Planning Steering Committee was appointed and began its work in September 2021.

We will measure our progress both quantitatively and qualitatively and with the full understanding that our goals are both interconnected and interdependent. We will not sacrifice quality for quantity. We will not make progress on one goal at the expense of another. All boats will rise.

We aspire to become the destination of choice for promising, academically talented students who will make a difference in our world.

We aspire to dramatically grow and implement a world-class online learning environment.

We aspire to create a curriculum and campus of the future, empowering our students and faculty to dream big. We will provide them with the guidance, environment and support they need to achieve their goals.

We aspire to make our mark on the world through groundbreaking research, innovation and technology commercialization, and by attracting and supporting exceptional graduate students to our innovation ecosystem.

We aspire to have a proud, cohesive and connected community whose impact is greater than the sum of its parts.

We will make progress toward our vision through the collective engagement of our campus and extended community of alumni, parents, friends and partners by focusing on nine goals, described in greater detail in Section 5. These goals, along with metrics that enable transparent measurement of progress, will inform the creation of Implementation Plans and progress reports, shared annually with the Stevens community on Stevens.edu.

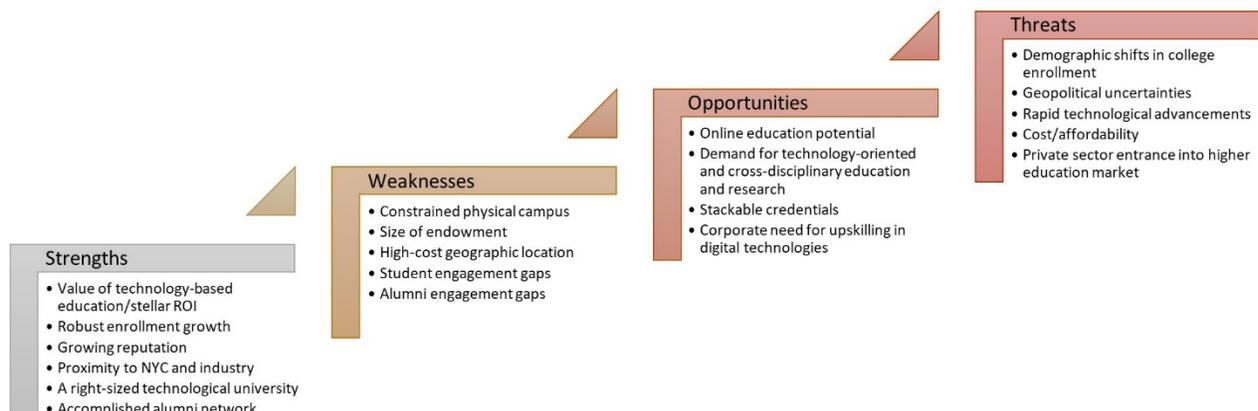
- **Goal 1: Undergraduate Education and Experience**
- **Goal 2: Graduate Education and Experience**
- **Goal 3: Research and Innovation**
- **Goal 4: Alumni Engagement and Development**
- **Goal 5: Partnerships**
- **Goal 6: Diversity, Equity and Inclusion**
- **Goal 7: University Culture**
- **Goal 8: Infrastructure and Sustainability**
- **Goal 9: Academic Reputation**

4. The Higher Education Landscape and Stevens' Position

During the last decade, higher education in the United States has experienced a period of turbulence and disruption, due to the recent pandemic and its lingering effects on students and institutions, and also due to admissions and other high-profile scandals that have shaken the public trust in academe. Institutions across the nation have grappled with the financial and operational impacts of COVID, growing student mental health concerns, racial and societal unrest, disruptions to international students and study abroad, all among a host of health precautions and educational and operational adaptations.

Stevens, too, has operated within this turbulent environment, working with speed, agility and collegiality to overcome numerous anticipated and unanticipated challenges. During the last decade — and despite these challenges — Stevens' progress has been nothing short of transformational. Within this period of great instability, Stevens has excelled.

The Strengths, Weaknesses, Opportunities and Threats (SWOT) that Stevens considered when developing this Strategic Plan are summarized in the graphic and detailed in the section below.



Strengths

The Stevens of 2032 will be built on a solid foundation of progress of the past decade:

A Decade of Transformation: 2011-21

	<u>Fall 2011</u>	<u>Fall 2021</u>	<u>Change</u>
• First-year applications	3,600	11,320	up 214%
• Undergraduate enrollment	2,427	4,070	up 68%
• Average SAT	1287	1432	up 145 points
• Graduation rate	79%	87%	up 8 percentage points
• Graduate applications	3,219	11,922	up 270%
• Graduate enrollment	3,024	4,254	up 41%
• Full-time faculty	231	315	up 36%
• Research awards	\$25.7M	\$50.6M	up 97%
• Operating revenue	\$174.5M	\$267.4M	up 53%
• Philanthropic support	\$4.7M	\$22.4M	up 377%
• Endowment at year-end	\$140.9M	\$271.7M	up 93%

In addition to these quantifiable measures of progress, a remarkable number of accomplishments have been achieved in many other areas, including in our physical and IT infrastructure, in the successful completion of Stevens' \$200 million capital campaign, achieving AACSB accreditation of the School of Business and in the rising stature and recognition of the university. Together, these accomplishments provide a strong foundation upon which to build the future.

Facilities

- The University Center Complex, a magnificent university center and two residential towers housing approximately 1,000 students (opened in May 2022)
- Seven other major projects completed: the Ruesterholz Admissions Center, the ABS Engineering Center, the North Building, the Babbio Garage, the Student Wellness Center, the Student Center and the Gateway Academic Center
- 300+ smaller projects completed, modernizing classrooms, laboratories, the athletic center, dormitories, library and administrative spaces, critical infrastructure and campus grounds

IT/Technology

- A total upgrade of the campus network completed
- AV/IT upgrade completed in 100% of classrooms
- Enterprise systems implemented for the student information system, student admissions, learning management, recruitment, HR/payroll, business expense, finance, development and alumni relations
- Deployed VoIP

Student Success and Diversity

- Six-year graduation rate improved from 79% to 87% for the cohort entering in 2005 and 2015, respectively
- Placement rate within six months of graduation reached a record high of 97.3% for the Class of 2021
- Georgetown University's 2022 "Ranking 4,500 Colleges by ROI" report placed Stevens at No. 19 in the nation for long-term return on investment
- The number of underrepresented minorities in the first-year undergraduate cohort increased 149%
- The number of women in the first-year undergraduate cohort increased 98%
- The enrollment of fully online graduate students increased 2,748% since the 2017 launch

Weaknesses

Despite the transformational achievements of the last decade, we acknowledge that further progress is needed in a number of areas, including expanding the geographic reach of our undergraduate admissions efforts, increasing domestic master's enrollment and growing Ph.D. enrollment.

We recognize the limitations of our 55-acre campus, located in an urban setting with a high cost of living, and we must aggressively explore new and creative opportunities to expand our enrollment, footprint and impact.

We are also fully aware of the constraints resulting from our modest endowment, which is not commensurate with our needs and ambitions.

And, while much activity is now underway, we have not historically achieved the highest levels of student satisfaction and engagement to which we aspire.

Likewise, we have not fully engaged our 50,000 alumni and strategically developed programs that bring mutual benefits to the university, our students and our alumni.

Opportunities

Recent trends present opportunities that have and will likely continue to buttress Stevens in the future, among them:

- The accelerating rate at which technology changes and permeates all aspects of society
- The increasing demand for a technology-savvy workforce
- Increasing acceptance of online education, which increases the potential for diverse geographic enrollment and reduces dependence on campus infrastructure
- Broadened interest in flexible learning opportunities and alternative credentials
- Increasing emphasis on the return on investment of education among prospective students and their families

Threats

Uncertainties and challenges facing Stevens and other institutions of higher education in the years ahead include:

- The current geopolitical environment and impact on international student enrollment
- Increased competitive pressures from peer schools and private sector organizations entering the education market, amplified by advancements in online delivery of education
- Changing student demographics and implications for academic preparation, access and affordability
- The escalating cost of higher education compounded by record-high post-COVID inflation rates

5. Core Values

Our Core Values

Since its founding in 1870, Stevens has recognized that technology is the key driver of human progress. For more than 150 years, the Stevens education has prepared well-rounded, ethical and resilient leaders and problem-solvers for an increasingly technology-driven world.

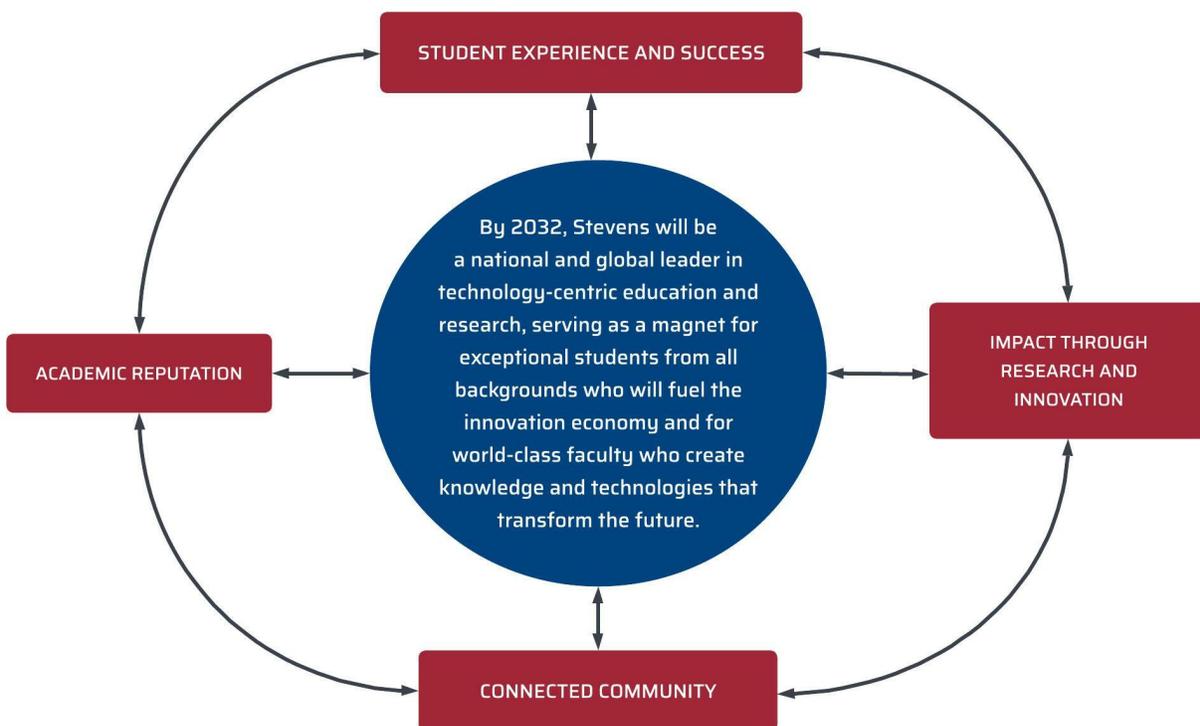
In an environment where technology will continue to permeate all aspects of our lives and work, we believe our **core values** will stand the test of time and guide our behavior and our decisions. These core values are foundational in everything we do; they define who we are and who we aspire to be as a community.

- **Excellence:** We insist on excellence in everything we do, and we set high expectations for each of us individually and for our community as a whole.
- **Integrity:** Our actions, interactions and decisions are founded on integrity, ethics and strong moral principles. We hold ourselves and each other to the highest standards of professional conduct and uphold the Stevens Honor System, and we strive to earn and maintain the public trust.
- **Student-Centricity:** We are educators first and foremost, committed to cultivating the next generation of ethical leaders. We design our academic enterprise and co-curriculum around student learning and development. We measure our success by the growth, satisfaction and achievements of our students and the impact of our graduates in improving their own lives and the lives of others.
- **Collaboration and Innovation:** Through interdisciplinary scholarship and interdepartmental collaboration, we are relentless in our pursuit of new and creative ideas and their application to solve problems that drive progress both at the university and around the world.
- **Diversity, Equity and Inclusion:** We are one Stevens, a global community with diverse experiences and perspectives that make us stronger as an institution. We work individually and collectively to advance our university and members of our community. We act with transparency, empathy and compassion to support each other and to engender pride in our affiliation with Stevens. We strive to ensure that all members of our community feel welcome, are included and have opportunities to succeed.
- **Sustainability:** We take seriously our solemn responsibilities to steward and sustain all the resources with which we are entrusted.

6. Strategic Priorities

Four interconnected **strategic priorities** provide the overarching framework for our vision of Stevens in 2032:

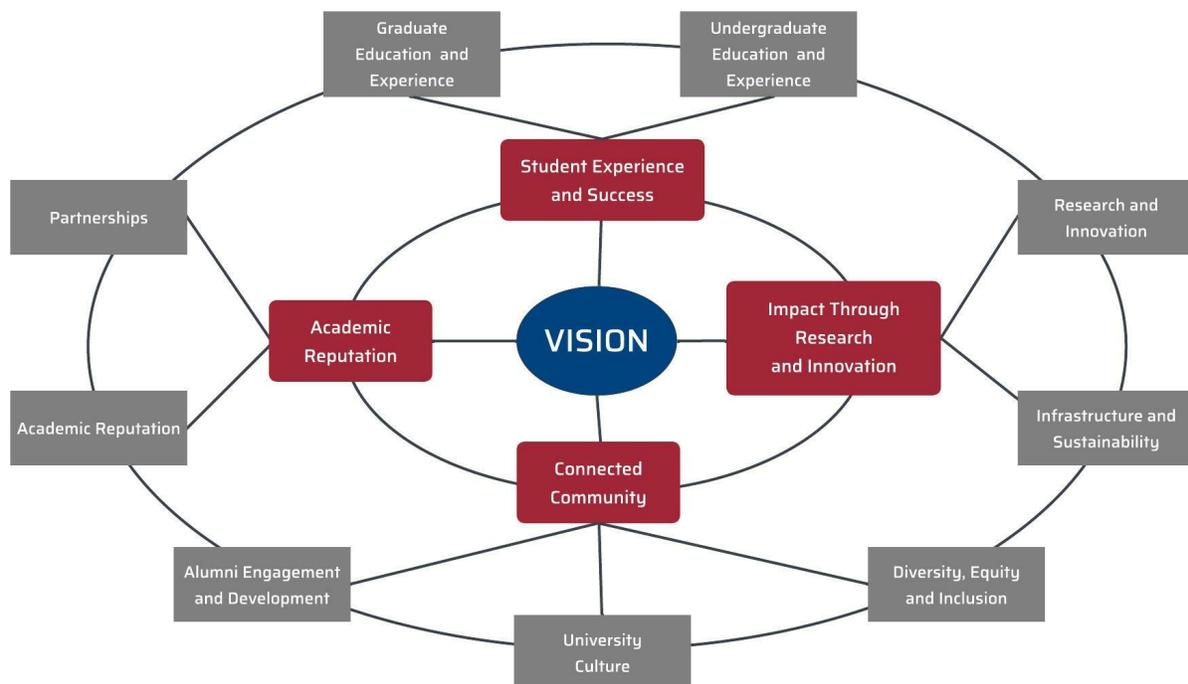
1. **Student Experience and Success** – To enhance the educational experience and professional and personal success of our students and to help contribute to a workforce that fuels future economic growth
2. **Impact Through Research and Innovation** – To amplify the impact of our technology-centric scholarship, discovery, invention and innovation enterprise to solve societal problems
3. **Academic Reputation** – To build our university’s academic reputation as a national and international leader in technology-centric education and research
4. **Connected Community** – To enhance and strengthen our university community on campus and around the world, and to strengthen the physical and digital infrastructure that supports our connected community on campus and with alumni, friends and partners



7. Goals

Through many dozens of conversations with stakeholders throughout the university community, nine SMART (Specific, Measurable, Assignable, Realistic and Time-Bound) goals have been developed. Each of the nine goals is discrete and ambitious. As the graphic illustrates, the goals are interrelated and interdependent. Woven together, they will guide our efforts to realize our four strategic priorities and our vision of 2032.

Representative key initiatives/strategies, along with 10-year targets and metrics to track progress, are delineated. An internal-facing Implementation Plan will be developed annually by the leadership team to execute the Strategic Plan and set annual targets.



Goal 1: Undergraduate Education and Experience – Build a continuum of academic and co-curricular learning, intellectual growth, cultural enrichment and personal development through a technology-infused curriculum in a supportive, high-touch and inclusive environment that contributes to students’ professional and personal success and resilience. In addition, grow undergraduate enrollment moderately and strategically.

Key Initiatives/Strategies:

1. Develop academic and co-curricular programs, including:

- a. a signature core curriculum across all schools and majors that prepares our students with essential skills for success in the 21st century society and digital economy
 - b. a seminar course required for all first-year students to introduce life skills, principles of modern-day leadership and ethical values
 - c. living-learning communities in residence halls to instill a sense of community, enhance student-faculty interaction and increase retention
 - d. an entrepreneurship ecosystem on campus and beyond
2. Moderately and strategically increase undergraduate enrollment, maintaining and improving the academic profile of our student body, shaped by the optimized size of each school and major and meeting the demands of society and the innovation economy; in parallel, ensure that overall enrollment aligns with the campus's capacity

The following targets and metrics provide more specificity on our 10-year aspirations and the methods by which we will measure our progress in implementing the initiatives and achieving the goals.

Metrics and 10-Year Targets:

- Continue to make Stevens a destination university, such that applications double and selectivity (admission rate) improves by decreasing from 46% to 24%
- Increase our six-year graduation rate from 87% to 92%
- Maintain or improve student success upon graduation, including employment and admission to prestigious graduate programs, with at least 96% of graduates securing desired outcomes within six months of graduation
- Broaden Stevens' reach on a national and international scale by increasing our combined domestic out-of-state and international student enrollment from 31% to at least 50%

(Please see Goal 7: University Culture for additional metrics pertaining to Goal 1.)

Goal 2: Graduate Education and Experience – Develop a supportive graduate ecosystem that attracts high-caliber students with diverse backgrounds and empowers them to thrive academically, professionally and personally. Our doctoral programs will create knowledge and solutions to global issues, as well as develop future scholars and leaders, while our master's programs will provide lifelong learning opportunities for college graduates and working adults to stay ahead of the technology-driven and rapidly evolving job market. In addition, grow online programs substantially.

Key Initiatives/Strategies:

1. Significantly increase doctoral student enrollment by:

- a. recruiting and retaining research-active faculty
 - b. growing sponsored research
 - c. developing innovative doctoral programs in new and/or interdisciplinary areas
 - d. recruiting the best and brightest doctoral students through additional investment in fellowships and enhancing financial support for our students
2. Continue to provide competitive technology-driven and lifelong learning opportunities in our master's programs by:
- a. raising the bar to improve academic credentials of our on-campus master's and certificate students
 - b. moderately and strategically growing enrollments to ensure that they are compatible with our physical plant, shaped by the optimized size of each school and major and meet the demands of society and the economy
3. Significantly grow our online programs by:
- a. providing flexible learning opportunities to meet the wide-ranging needs of working adults
 - b. establishing requisite organizational, administrative and technology infrastructure
 - c. exploring and adapting effective strategies and best practices

The following targets and metrics provide more specificity on our 10-year aspirations and the methods by which we will measure our progress in implementing the initiatives and achieving the goals.

Metrics and 10-Year Targets:

- Increase the number of Ph.D. students per tenure-stream faculty from 3.0 to 4.0 in the Schaefer School of Engineering and Science (SES) and the School of Systems and Enterprises (SSE), and from 1.0 to 1.4 in the School of Business
- Continue to make Stevens a destination research university by increasing applications and improving selectivity (decreasing the admission rate) for on-campus masters' students from 69% to 45%
- Increase the job placement rate to 95% within six months of graduation
- Reach more students of diverse backgrounds and circumstances by increasing the online program full-time equivalent enrollment from 300 to 1,600

(Please see Goal 7: University Culture for additional metrics pertaining to Goal 2.)

Goal 3: Research and Innovation – Expand the community of scholars who translate their research into scholarship, discoveries, inventions and innovations to create solutions to the most critical problems facing our society and advance the frontiers of knowledge.

Key Initiatives/Strategies:

1. Develop and implement a long-term strategic plan for faculty recruitment and retention that includes:
 - a. a robust faculty mentoring program to support, nurture and enable faculty to strengthen their academic career and produce their best work at Stevens
 - b. best practices, policies and reward systems that encourage team science and promote a culture of excellence
2. Continue university investment to:
 - a. strengthen existing and establish new interdisciplinary centers in areas of high impact and growing national importance
 - b. improve and expand research infrastructure, including labs, equipment and high-performance computing facilities to meet the needs of our fast-growing research portfolio
3. Enhance research administration by:
 - a. streamlining policies, reducing bureaucracy and integrating and digitizing the end-to-end process of administrative support
 - b. providing regular professional training for our research support staff
 - c. recruiting and retaining the most talented and dedicated research administrators

The following targets and metrics provide more specificity on our 10-year aspirations and the methods by which we will measure our progress in implementing the initiatives and achieving the goals.

Metrics and 10-Year Targets:

- Increase our research expenditure per tenure-stream faculty in SES and SSE from \$266,000 to \$450,000 (adjusted for inflation) per year
- Double our total university research expenditure from \$40 million to \$80 million (adjusted for inflation) per year
- Build five new interdisciplinary centers in areas of high societal impact and growing importance such as life sciences and healthcare (specifically, at the interface between medicine, engineering and informatics), quantum technologies, automation and robotics, human-robot interaction, financial technology, sustainable energy and environment and other emerging opportunities (a joint metric with Goal 5: Partnerships)
- Expand societal impact and generate substantial revenue by capitalizing on the entrepreneurial environment at Stevens that supports faculty conducting translational

research by increasing technology licenses/options per year from seven to 25, which is expected to boost the number of startups launched at Stevens

(Please see Goal 8: Infrastructure and Sustainability and Goal 9: Academic Reputation for additional metrics pertaining to Goal 3.)

Goal 4: Alumni Engagement and Development – In partnership with our alumni, foster mutually beneficial activities and relationships that increase alumni pride in and affinity for their alma mater, advance the mission of the university and create a vibrant philanthropic culture that inspires meaningful support from the Stevens community. In parallel, develop a robust corporate and foundation relations program.

Key Initiatives/Strategies:

1. Continue to elevate the value of a Stevens degree through the creation and expansion of:
 - a. synergistic opportunities for alumni to professionally network with, mentor and recruit students and one another
 - b. diverse alumni networks among those who share affinity, life stage, regional, volunteer or other interests via worthwhile programming
2. Advance and encourage opportunities to grow alumni career networks, support students, activate alumni communities and propel fundraising at all levels, and elevate the volunteer experience through training and recognition
3. Strengthen the foundation of fundraising by:
 - a. expanding the universe of donors and securing highest-level gifts to sustain annual fundraising progress
 - b. launching a capital campaign within the next decade to support the goals and priorities of the Strategic Plan
 - c. recognizing and celebrating gifts of time, talent and treasure at all levels
 - d. connecting donors to the impact of their philanthropy
 - e. instilling an awareness in students of the value of their future roles as engaged alumni through focused messaging and programming in each undergraduate year
 - f. substantially increasing the endowment

The following targets and metrics provide more specificity on our 10-year aspirations and the methods by which we will measure our progress in implementing the initiatives and achieving the goals.

Metrics and 10-Year Targets:

- Develop and implement an alumni engagement score that measures activity across four categories — volunteerism, philanthropy, experiential interactions and communication, in line with industry standards — and grow the engagement score from 19% to 25%, or 3% compounded annual growth over 10 years
- Develop and implement best practices to track progress in alumni networking, career services and recognition
- Execute a multiyear capital campaign that is significantly higher than Stevens' previous campaign after conducting a thorough feasibility study; raise \$150 million for the endowment over the next 10 years, a \$50 million increase from the previous 10 years, capitalizing on the momentum of the success of *The Power of Stevens*
- Raise \$50 million in corporate and foundation gifts over the next 10 years, an increase of \$8 million over the past 10 years

Goal 5: Partnerships – Forge and deepen strategic and enduring partnerships with industry, government and other educational institutions that advance the university's mission and amplify the impact and reputation of the university.

Key Initiatives/Strategies:

1. Identify and forge partnerships with:
 - a. prestigious domestic and international institutions of higher education that strategically increase and diversify undergraduate and graduate enrollment and that amplify the impact of our faculty research and scholarship, including through national centers of excellence
 - b. regional, national and international organizations, professional societies, corporations and governmental agencies to increase the visibility and strengthen the reputation of Stevens and its education and research programs through co-branded and co-sponsored programs
 - c. recruit industry and government participation, including organizations in which alumni serve in senior roles, for advisory boards, as speakers, judges, student mentors and in other key roles to strengthen and expand engagement with Stevens
2. Expand the work of the Corporate Relations Committee to:
 - a. grow corporate and government-sponsored education programs
 - b. increase the number of sponsored capstone projects
 - c. expand the number of organizations that recruit students
 - d. increase opportunities for research collaborations and corporate philanthropy

The following targets and metrics provide more specificity on our 10-year aspirations and the methods by which we will measure our progress in implementing the initiatives and achieving the goals.

Metrics and 10-Year Targets:

- Establish new and significantly grow existing partnerships with domestic and international institutions of higher education and other partners to expand Stevens' academic offerings and research portfolio in areas such as online education, dual degree programs, corporate education initiatives and joint research initiatives in life sciences, health and healthcare, among others
- Increase the number and impact of partnerships with K-12 schools to create pathways for exceptional students to pursue pre-college programs and matriculate at Stevens
- Substantially increase the number and visibility of co-sponsored, co-branded or jointly funded educational and research programs, outreach activities and events, including with professional organizations and societies; state, regional and federal coalitions; economic development initiatives; and technology-focused alliances
- Establish five new collaborative, large-scale, multidisciplinary and multi-institutional research and education programs on topics of significant interest to government agencies and industry (a joint metric with Goal 3: Research and Innovation)

(Please see Goal 4: Alumni Engagement and Development for additional metrics pertaining to Goal 5.)

Goal 6: Diversity, Equity and Inclusion – Attract and retain an outstanding community of faculty, staff and students from diverse backgrounds and cultivate a supportive, inclusive learning and working environment that contributes to a technologically proficient workforce that is representative of our diverse society.

Key Initiatives/Strategies:

1. Implement university-wide recruiting policies and best practices that yield a diverse applicant pool for all faculty/staff/leadership searches
2. Invest in student enrollment practices that strengthen the diversity of the undergraduate and graduate student body across a broad range of attributes and backgrounds
3. Diversify university committees to reflect a broader range of Stevens constituents by taking specific measures to increase representation of faculty, staff and students from underrepresented groups

4. Train faculty, staff and students to have the necessary skill set to influence climate and culture, engender a sense of inclusion, belonging and equity and implement and participate in inclusive instructional pedagogies

The following targets and metrics provide more specificity on our 10-year aspirations and the methods by which we will measure our progress in implementing the initiatives and achieving the goals.

Metrics and 10-Year Targets:

- Increase the success of Pell Grant, first-generation and underrepresented minority students at least equal to the graduation rate of majority students, while maintaining their level of representation in the undergraduate student population
- Increase the percentage of individuals in underrepresented groups among faculty and administrative leaders to reflect the changing demographics of the campus community and benchmark institutions
- Increase the response rate and percentage of positive responses by students, faculty and staff across key demographic groups on university surveys used to measure inclusion and belonging

Goal 7: University Culture – Foster a vibrant, supportive and sustainable culture where students, faculty, staff and alumni from all backgrounds engage in ongoing activities that strongly connect them to the university and where all constituencies are mutually committed to helping each other achieve their full potential to advance the mission of Stevens.

Key Initiatives/Strategies:

1. Establish mechanisms to enhance and allow for networking, mentorships and other opportunities for professional and personal development, including:
 - a. a Staff Advisory Council that reviews policies and advises on decision making pertaining to matters related to staff work and that proposes recommendations to leadership and governance bodies
 - b. an Ombudsperson position that is a confidential, impartial and independent resource for information and assistance to faculty members
2. Expand sponsorship and collaborative activities with Hoboken and local communities to provide opportunities for faculty, staff, students and alumni to participate in collaborative and service engagements
3. Continue to host events, such as the President’s Distinguished Lecture Series and the Excellence Through Diversity Lecture Series, that encourage open and honest dialogue in the community and provide meaningful and diverse perspectives and relationship building

The following targets and metrics provide more specificity on our 10-year aspirations and the methods by which we will measure our progress in implementing the initiatives and achieving the goals.

Metrics and 10-Year Targets:

- Increase the response rate and percentage of positive responses by students, faculty, staff and alumni across relevant demographic groups on surveys used to measure engagement, satisfaction, communication and pride
- Continuously improve the outcomes of a defined Student Experience Index based on a set of questions from a combination of university surveys (the Student Experience Index will capture key aspects of the student experience such as student-faculty interaction, student-staff interaction, academic advising, career services, athletics and intramural sports, residential life and extracurricular activities)

Goal 8: Infrastructure and Sustainability – Optimize the university’s resources by continuing to strengthen its financial position and outlook, to modernize and efficiently utilize its physical and cyber infrastructure and embrace clean energy technologies and best practices.

Key Initiatives/Strategies:

1. Expand upon the university’s efforts to align and optimize operating and capital finances to support strategic endeavors and critical needs via regular analyses of expenditures
2. Proactively evaluate, optimize and add to our current space with a focus on the accessibility, usage and experience of students, faculty, staff and visitors, and use our technology tools to enable data-driven decision making
3. Harness the university’s cyber, physical, technical and financial resources to expand on its 100% renewable electricity commitment and transform the Stevens campus into a living test bed to support and advance our commitments toward sustainability
4. Ensure that students, regardless of learning modality, have access to and experience the same high-quality education by equipping instructors and our physical and virtual classrooms

The following targets and metrics provide more specificity on our 10-year aspirations and the methods by which we will measure our progress in implementing the initiatives and achieving the goals.

Metrics and 10-Year Targets:

- Continue to improve the university's increasingly stable fiscal health through assessments as determined by composite financial index (CFI) at a minimum, above the threshold value of 3.0, and sub-ratios, including net income, return on net assets and other standard fiscal measurements
- Maintain a credit rating(s) of at least BBB+ issued by S&P, considering previous infrastructure investments (the University Center Complex) and those to be made during this Strategic Plan
- Maintain a sustainability performance of at least an AASHE STARS Gold level
- Complete the construction of a new academic building (relates to Goal 1: Undergraduate Education and Goal 3: Research and Innovation)

Goal 9: Academic Reputation – Expand the visibility of Stevens, its people and its achievements among key academic, enrollment, corporate and other constituencies. Promote Stevens' successes, such that the university becomes widely known as a leader in education and research that is inspired by humanity and powered by technology.

Key Initiatives/Strategies:

1. Develop and implement an institutional brand strategy university-wide, including with external marketing partners
2. Launch and expand an awareness and reputation campaign that includes paid advertising, social media, public relations in tier-one and tech, business, trade and metro media
3. Continue and expand campaigns to influence peer assessment of key rankings
4. Relaunch a fresh, compelling, accessible and on-brand Stevens.edu for key audiences, particularly prospective students, through strengthened coordination among all units and external partners and the optimization of resources

The following targets and metrics provide more specificity on our 10-year aspirations and the methods by which we will measure our progress in implementing the initiatives and achieving the goals.

Metrics and 10-Year Targets:

- Double the number of earned media placements in prestigious tier-one media and key technology, business, trade and New York City metro and major market media
- Double the number of impressions, engagements and followers on all Stevens channels and increase unique visitors and page views to Stevens.edu by at least 5% per year
- Annually increase the university's brand equity score, comprised of five metrics (awareness, familiarity, quality, momentum and recommendation), based on 2021 baseline

- Increase external faculty awards, as well as faculty publications in prestigious journals, conference proceedings and esteemed and visible thought leadership opportunities commensurate with research growth

(Please see Goal 1: Undergraduate Education and Experience, Goal 3: Research and Innovation and Goal 4: Alumni Engagement and Development for additional metrics pertaining to Goal 9.)

8. Overview of Implementation Plan

This 10-year plan sets ambitious goals and requires the participation of all members of the university community to make progress on an annual basis.

An internal-facing Implementation Plan will be developed annually by the leadership team to execute the Strategic Plan and set annual targets. “Objectives letters,” based on the Implementation Plan for the next fiscal year, are developed and sent to the Provost and each Vice President. The Implementation Plan and objectives letter articulate the goals and priorities for the next fiscal year.

In the coming months, the President will convene a Strategic Planning Implementation Retreat, where goal owners will share their plans for Year 1 of implementation, July 1, 2022, to June 30, 2023, including enrollment metrics that are finalized in Fall 2022. This retreat will result in the documentation of Implementation Plans for each of the nine goals that describe the strategies and key performance indicators to measure progress. Importantly, these Implementation Plans will inform the annual development of the university’s financial plan to allocate available resources to strategic initiatives.

Deans and members of the academic leadership team will have a high level of engagement, accountability and authority in implementing the academic-related aspects of this Strategic Plan. As a result of the budgeting process and through school- and department-level efforts, unit-level targets will be set, and resources will be allocated to support the institutional goals established in this plan.

Each Dean will work proactively with faculty to develop school- and department-level implementation plans for the academic goals, and the Provost and academic leadership will continuously collaborate with the Faculty Senate to develop and deploy Stevens-wide implementation plans for these goals. The Faculty Senate, in turn, in close collaboration with the standing committees of the faculty, such as the Academic Planning and Resources Committee, the Institute Curriculum Committee and the Research and Entrepreneurship Committee, will review the implementation plans and procedures and provide input from the faculty at large.

An annual report of university-wide progress toward annual objectives will be distributed to the Stevens community and posted on the website each year.

9. Conclusion and Next Steps

As we adopt this new Strategic Plan, updates on progress and implementation will be provided regularly to key constituencies within the university. Once-per-semester *Conversation with the President* presentations also provide updates on implementation and progress toward goals, with opportunities for discussion and questions from the community. In addition, the Provost and Deans will present implementation and progress updates regularly at faculty meetings and/or Faculty Senate meetings, and other vice presidents will provide regular updates as invited. The Faculty Senate and the standing committees will communicate regularly on the implementation process with the faculty at large.

Results of implementation efforts — as well as external trends and forces — will be closely monitored, and leadership may adjust goals and tactics depending on the changing circumstances.

A five-year midpoint review and revision of this Strategic Plan will be completed in 2027.

The Strategic Plan, *Stevens 2032: Inspired by Humanity, Powered by Technology*, will be a living document through transparent annual reporting, engagement of key stakeholder groups and a structured process for annual and midpoint revisions.

10. Acknowledgement

The members of the Strategic Planning Steering Committee played a pivotal role in collecting, evaluating and synthesizing hundreds of inputs from many members of our community over a 10-month period. Their contributions to the development of this plan, and their role in shaping the future of this university, cannot be overstated.

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- Ms. Cindy Chin, Associate Provost
- Dr. Lindsey Cormack, Assistant Professor, College of Arts and Letters
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- Dr. Elaine Henry, Associate Professor, School of Business
- Dr. Dilhan M. Kalyon, Vice Provost for Research and Innovation
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