

Vision

We educate, discover, and invent. We engage students seeking educational enrichment and opportunity, faculty seeking substance and relevance, and organizations seeking solutions and ingenuity. We creatively bring intellectual rigor, technological innovation, and a passion for science to the communities where we work and live and to the citizens of the world.

We innovatively extend the benefits of science, engineering, management and liberal studies to critical real-world opportunities and challenges, especially those linked to urban systems, health and wellness, and the global information economy.

Mission

To excel as a leading high quality research university engaged in education, discovery and innovation with social, intellectual and economic impact in the New York region, the nation and the world.

The Strategic Plan for Polytechnic University: 2007-2010

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I. Purpose

The purpose of this Strategic Plan is to establish a set of goals, objectives and actions that will build on a proud 150-year history and initiate a transformation of Polytechnic University into the leading research university described in its mission statement. Successful execution of the Plan will propel us to become:

- An enriched and distinctive educational environment for all students to learn, discover and create
- An innovative leader among technological universities
- A center of creative energy for both faculty and students engaged in scientific research, development and innovation
- A vital part of the educational and intellectual landscape of the New York region and an asset to the nation and world
- A center of opportunity for achieving upward social mobility through a successful career in science and engineering
- A source of pride for alumni and other supporters
- A university with a strong financial foundation that sustains our commitment to excellence and innovation

II. Background and Context

The Plan has been developed in the context of the University's history, its strengths and weaknesses, and the competitive environment in which it is positioned. These establish the initial conditions and constraints from which we will work to achieve our goals.

Polytechnic University is a **small, independent, urban technology-focused** university. In broad terms we must capitalize on these attributes by championing and communicating that

- **small** implies "personal"
- **independent** implies "selective and excellent"
- **urban** implies "people-focused and inspired by New York, one of the world's great cities"
- **technology-focused** implies "dedicated to the creative use of science and engineering as the key enablers for the 21st century"

These concepts inspire and motivate the goals and objectives which form the basis of the Strategic Plan.

Poly is building on a 150-year history that has seen remarkable growth and change. In recent decades the development of MetroTech has transformed our

physical surroundings from an area of urban blight into a large urban university and corporate park. The extraordinary \$175 million Othmer bequest and the successful \$100 million capital campaign enabled a \$125 million building program that transformed the Brooklyn campus and provided a \$130 million endowment that contributes significantly to our financial operating model.

Despite these recent accomplishments, the university has not achieved financial stability. A key goal of this Strategic Plan is to make use of the results of past capital investment to grow the university to a scale that is economically sound.

Poly's transformation will occur in a world that is awash in change. That change is driven by technology and has leveled the playing field on which new ideas and products can compete. This can work to our advantage. Continued dominance of others is no longer assured, and Poly's agility will provide the opportunity for changes that can propel us to selective preeminence.

During the past year the University has taken steps to build a foundation for transforming itself. A series of four University-wide workshops has created and refined the vision and strategy. A leadership team of results-oriented administrators and faculty has been recruited or reassigned to drive the execution of the Plan. An initial \$5 million "angel fund" has been raised and invested in new initiatives to fuel the initial execution of the Plan. Longer-term funding sources have been identified, including enhanced tuition revenue, real estate development, renegotiation of our current bond debt, and successful execution of a \$75 million fundraising campaign.

III. Goals

To lift the University from its precarious financial situation and be true to our mission we must creatively focus our collective energy, skills and resources on activities that will achieve three primary goals:

- **excellence** in our core of broad educational and research programs
- **distinction** in a limited number appropriate multi-disciplinary focus areas
- **resources** that create financial stability and allow investment for future growth and continuing improvement.

We view **excellence** in all we do as the underpinning of our long-term success. It instills pride and motivation in students and faculty and enhances the value of every Polytechnic degree. Coupled with the agility characteristic of a small, independent institution we will become distinct and preeminent in a small number of areas appropriate for the times and our environment. These may change over the decades, but underlying excellence will allow us to evolve and establish distinctiveness and preeminence in new areas. As individuals and groups of individuals in departments, programs or other units, we will educate, discover and create to standards of excellence embraced throughout the University and

admired by all who know us. Issues and opportunities which relate to factors contributing to excellence will be addressed as part of this Strategic Plan.

The second goal, “**distinction**,” likewise requires elaboration. Excellence alone will not distinguish Poly in the competitive environment of higher education. We must also have areas of distinction that are intellectually and socially important. But, as a small university we must choose only a few areas in which to achieve this distinction. Following a series of wide-ranging workshops and discussions involving many stakeholders, the following three thematic areas emerged for primary emphasis:

- **Urban Systems:** For the first time in history more than 50% of the world’s population now lives in cities. Poly will apply both traditional and new disciplines to the solution of urban challenges, using New York City as our laboratory.
- **Health and Wellness:** Science is unlocking the mysteries of disease and the secrets of health. Poly will use its established strengths in a multidisciplinary and collaborative approach that will provide the technology to accelerate the process of extending scientific discovery into tools that will deliver health care benefits to the people of the world.
- **Global Information Economy:** Social, economic and institutional complexity is now managed in a digital environment that Poly has helped to create. We will become a leader in understanding, expanding and controlling the application of digital technology to social and economic challenges and opportunities.

The unifying action for all three thematic areas is: using creative processes in the pursuit of practical achievements. In all three we will stress **invention**, **innovation**, and **entrepreneurship** by collaboratively involving faculty, students and outside organizations.

Finally, the University requires **resources** to sustain excellence and invest in new growth areas. For too long Poly’s operating resources have been insufficient to sustain its commitment to excellence and need for distinction. We changed our surroundings from an area of urban blight to a revitalized commercial and residential area through creation of MetroTech and we improved our facilities with new and renovated buildings. But this process is not complete and there are now opportunities for further development of our buildings and campus by judiciously exploiting land and air rights in collaboration with developers to create attractive new space and revenue streams. We also have the opportunity to garner the good will of loyal and successful alumni and others for philanthropic support. Successful exploitation of these two opportunities is at the core of the resource goal of this Strategic Plan.

Achieving the goals of the Plan requires a structure that includes the following:

1. Clear intermediate objectives that support achievement of goals
2. An Implementation Plan that includes action plans that guide activity to reach the objectives and achieve the goals, and clear metrics to quantify progress towards the goals and objectives

The first of these follows below. Though critically important, item 2 is *not* included in the body of this Strategic Plan. It constitutes a separate **Implementation Plan** necessary to achieve the goals and objectives of the Strategic Plan.

Rigorous execution of this Strategic Plan will make Polytechnic more attractive to potential students and the University's degree more valued by enrolled students. As a consequence, the University's continuing priority of enhancing recruitment and retention of students will, thereby, be achieved.

IV. Objectives

A. **Excellence** in our core of broad educational and research programs

1. Identify and develop a small number of areas of strength for each department to focus on and be known for (consistent with the University's thematic areas and taking advantage of our location in NYC).
2. Establish standards of excellence to propel us to the forefront in our chosen areas of focus.
3. Transform the undergraduate and graduate student experience to capitalize on the distinction and excellence of the University.
4. Develop and implement a strategy for recruiting undergraduate and graduate students who match Poly's objectives.

B. **Distinction** in a limited number appropriate multi-disciplinary focus areas: Urban Systems, Health and Wellness, and Global Information Systems

1. Create an inventive community consistent with University-wide thematic areas: urban systems, health and wellness, global information economy, and taking advantage of our location in NYC.
2. Outreach to promote Poly's distinctiveness.

C. **Resources** that create financial stability and allow investment for future growth and continuing improvement

1. Increase revenue through improved and expanded educational offerings.

2. Convert the research and scholarship enterprise into additional revenue streams.
3. Leverage Polytechnic's network of alumni, friends and contacts to enhance revenue generation. The Office of Development and University Relations will focus on four main areas of growth as outlined in its tactical plans.
4. Manage revenues and expenses for maximum impact, refinancing/restructuring our bonds, improving capital and debt structure, and deriving value from our real estate development rights.
5. Develop a building and facilities plan that will provide the physical environment and identity to support the excellence and distinction that is the core of our transformation. This capital improvement plan will get underway during the next three years and will extend into the years beyond this Strategic Plan.

V. Relationship to the Implementation Plan

This Strategic Plan is the roadmap to our future. It is the document that will provide each person connected to the university with a basis for setting priorities and taking action. This includes trustees, the president and his team, faculty, staff, students and alumni.

As CEO, the president has overall responsibility for the execution of the plan. The Board of Trustees, through its Long Range Planning Committee (LRPC), will provide oversight, strategic guidance and resources for the execution of strategies.

The plan is hierarchical. The vision and mission inspire the goals and objectives. Each of the objectives is in turn supported by a set of action plans. These action plans each have a responsible person, resource requirements, a time line and metrics of success. The complete set of action plans and metrics for measuring success, constitute the **Implementation Plan**, which is a document separate from the Strategic Plan.

The Vision, Mission, Goals and Objectives which constitute the Strategic Plan are the foundation of our transformation. The Implementation Plan is our tactical roadmap and will be assessed and adjusted each year to assure that this Strategic Plan's goals and objectives are achieved.

The president and his management team will monitor the progress of the action plans and the connection of their progress to other action plans and Strategic Plan objectives. The Long Range Planning Committee of the Board's Executive Committee will evaluate progress and provide advice to the management team to help achieve success. The management team will provide semi-annual reports to the LRPC and progress reports will then be distributed to the Board.

VI. Conclusion: The Future is Ours to Shape

Polytechnic has a special opportunity to transform itself into a leading new university suited for a new age of global competitiveness and opportunity. Our agility and commitment to change make us well-suited for the challenge ahead.

For Polytechnic, success in this new age will depend on our achieving core excellence while infusing invention, innovation, entrepreneurship and creativeness into the total Poly experience. Our Strategic Plan provides the focus and guideposts that can assure our emergence as an educational force helping shape the future of our community, our nation and the world.