Criterion Two: Preparing for the Future

The organization’s allocation of resources and its processes for evaluation and planning demonstrate its capacity to fulfill its mission, improve the quality of its education, and respond to future challenges and opportunities.

2.a. Prepares for the future shaped by multiple societal and economic trends.

2.b. The organization’s resource base supports its educational programs and its plans for maintaining and strengthening their quality into the future.

2.c. The organization’s ongoing evaluation and assessment processes provide reliable evidence of institutional effectiveness that clearly informs strategies for continuous improvement.

2.d. All levels of planning align with the organization’s mission, thereby enhancing its capacity to fulfill that mission.
Criterion Two: Preparing for the Future

The organization’s allocation of resources and its processes for evaluation and planning demonstrate its capacity to fulfill its mission, improve the quality of its education, and respond to future challenges and opportunities.

Illinois Institute of Technology’s history of planning, ability to affect positive change, and responsible management of resources over the last ten years has led to significant success. Evidence of our accomplishments during this period can be seen in the higher quality of our students, faculty, and facilities; our enrollment growth in national and international markets; timely and effective responses to rapid changes in the recruitment of potential student populations; and the increases in net revenues from operations, improvements in information technology, and federal research funding.

The planning processes discussed in this chapter have been organized into three time periods:

- 1997–2002: Designing and executing annual plans to realize The National Commission’s recommendations through funding provided by the successful IIT Challenge Campaign
- 2003–2006: Establishing new academic initiatives, which are linked to the development of interprofessional programs and new federal research priorities. We carried out these new initiatives by creating annual university operating plans that are funded, in part, by the sale of the majority of the assets of the IIT Research Institute
- 2007–2010: Implementing the 2010 Plan, supported by increased net tuition revenues, and capital investments financed through the proceeds of a bond issuance.

In evaluating the university’s response to Criterion Two: Preparing for the Future, we address emerging trends, present our allocation of resources to meet our planning goals, summarize our feedback and assessment mechanisms, and describe key elements of our 2010 Plan.

2.a. Prepares for the future shaped by multiple societal and economic trends.

Enrollment strategies have been a key component of the university’s planning processes over the last decade. Since our last self-study and reaccreditation, we have carefully analyzed local, national, and international trends to improve the academic quality of students and to steadily increase enrollments. During the period 1997–2002, we completed the transition that was started in 1995 toward a stronger national and international recruiting base for undergraduate students.
In fall 2001, in the wake of 9/11, we successfully demonstrated our ability to respond to unexpected threats and their effect on our university life. Our annual enrollment planning process identified issues the university could face in light of the tragedy, such as a short-term enrollment reduction due to forecasted visa restrictions. In response, we designed recruitment strategies to accelerate submission of I-20 visa applications for admitted international students. By anticipating and analyzing factors affecting our enrollment strategies, we actually increased international student numbers in 2002 and have held steady since.

Beginning with the work of The National Commission, the university has continuously evaluated new and existing programs against emerging factors within academia and society. This evaluative process has resulted in:

- Establishment of the Interprofessional Program, including the Interprofessional Projects Program (IPRO), which distinguishes our undergraduate programs by integrating interdisciplinary professional experiences into the undergraduate curriculum. Through IPRO, we respond directly to the national and international need for scientists and engineers who can work in teams, communicate across professional boundaries, and solve complex problems.

- Development of additional graduate professional masters programs that respond to industry trends. In addition, the graduate curricula formats have evolved to offer interactive television and the Internet to facilitate learning through on-site instruction on demand, enabling busy professionals to complete their degree within a more reasonable time frame.

University priorities adopted in the FY03 University Operating Plan supported academic programming that corresponds to national priorities in the areas of life sciences, education, and business. Curricula implemented include:

- Biomedical Engineering B.S. and Ph.D. programs that respond to emerging issues in human health. These are supported by the university’s historical focus in biology, chemistry, psychology, and engineering.

- Technical Communication B.S., M.S., and Ph.D. programs, in response to the growing need for more effective interfacing between technologies and the people who use them.

- Math and Science Teacher Education certification, M.S., and Ph.D. programs address society’s need to improve teaching and learning in these disciplines at the high school level.

- Undergraduate technology-based business B.S. program, which enhances the abilities of business students to understand technical issues and prepares them for leadership roles.

**2010 Plan**

The 2010 Plan continues our commitment to these priorities and is consistent with the university’s historic role in preparing our students for a life of professional achievement.
The 2010 Plan not only focuses on improving our overall competitiveness for undergraduates interested in our core programs, but also includes enrollment strategies to attract students, especially women and minority students, from these expanding markets. In addition, the 2010 Plan proposes a broad and stable base of program offerings to offset the university's dependence upon undergraduate engineering enrollments and to encourage a steady population of 2,500 undergraduates by 2010. [See Figures K and L.]

The goals of The National Commission for IIT and the FY03 University Operating Plan reflect our commitment to meeting the demands of a continuously changing technological marketplace. The institution’s new degree programs [listed in Appendix I] are evidence of this commitment.

2.b. The organization’s resource base supports its educational programs and its plans for maintaining and strengthening their quality into the future.

The National Commission report recognized our financial challenges in the 1990s. Commission members called upon the university to increase its endowment; improve the economic efficiency, effectiveness, and competitiveness of the undergraduate program; and increase our overall financial stability.

In response, the Board of Trustees embarked on a Challenge Campaign in 1996. Two great benefactors, Robert Galvin and Robert Pritzker, each pledged $60 million and challenged the institution to achieve a dollar-for-dollar match. The campaign, which concluded in 2001, raised $270 million for our endowment and new programs, and enabled the university to strengthen undergraduate enrollment numbers by attracting the best and brightest undergraduate students through Camras scholarships.

Our strengthened financial position enabled us to proceed with a number of major construction projects, including:

- The McCormick Tribune Campus Center, designed by world-renown architect Rem Koolhaas
- State Street Village, a new student residence hall designed by internationally famous architect Helmut Jahn

The 2010 Plan not only focuses on improving our overall competitiveness for undergraduates interested in our core programs, but also includes enrollment strategies to attract students, especially women and minority students, from these expanding markets. In addition, the 2010 Plan proposes a broad and stable base of program offerings to offset the university's dependence upon undergraduate engineering enrollments and to encourage a steady population of 2,500 undergraduates by 2010. [See Figures K and L.]
Major renovation of S. R. Crown Hall, a National Historic Landmark that is home to the College of Architecture

Complete renovation of Wishnick Hall, which will now be the home of biomedical engineering.

Financial Plans: 1997–2010

Implementation of the university’s financial plan can be viewed in three time periods:

1997–2002

Emphasis during this period focused on recruiting an academically strong undergraduate student body and new faculty. Full and partial scholarships were provided to a large number of highly qualified freshmen each year. This plan successfully raised our academic profile, but did not significantly increase net income from undergraduate enrollment. Annual operations continued to reflect a loss and challenged us to find alternative ways to fund new faculty start-up packages. Also, the significant downturn in investment markets, which began in 2000, reduced the endowment income available to support operations. The result of this decline was that the endowment draw hit an unsustainable level of 21.8% in 2003.
In order to strengthen university finances and reduce endowment draw, the Board of Trustees decided to sell the majority of the assets of IIT Research Institute (IITRI). This wholly owned business, primarily located on the east coast of the United States, was worth a considerable amount of money, however, the university was not receiving an adequate annual return. In the transaction, the university received $58 million in cash and also took subordinated debt and warrants in the new venture. In addition, we retained IITRI’s Life Sciences Group as an anchor for both the university’s growing initiatives in the life sciences and our planned technology park.

**2003–2006**

The financial plan implemented in 2003 called for the university to invest proceeds from the IITRI transaction to strengthen critical operations during the next four years and to improve operating results through managed growth in undergraduate enrollment and tight control of expenses. We made substantial financial progress during these four years, reducing endowment draw to 11.4% for FY06.

During this period we also saw significant growth in our endowment, increasing from $178 million to $279 million. [See Figure M.]

**2007–2010**

The current year budget projects another significant reduction in endowment draw to a level of 8.1%. Our 2010 Plan goal is to reach 5%.

We expect the size of the endowment to continue to grow through investment returns and fund-raising. We expect that annual fund-raising will grow from the current $25 million level to $35 million by 2010. Of the amount, approximately $5 million will annually go to the endowment.
Human Resource Strategies

During this period of consolidation, focus, and new growth, our full-time faculty and staff levels have increased from 857 in FY98 to 972 in FY06. Of this total, we have added 54 full-time faculty members and 61 full-time staff members. [See Figure N.]

Figure N: FULL-TIME FACULTY AND STAFF HEAD COUNTS BETWEEN FY98 AND FY06

<table>
<thead>
<tr>
<th>Year</th>
<th>Faculty</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY98</td>
<td>310</td>
<td>547</td>
</tr>
<tr>
<td>FY99</td>
<td>318</td>
<td>538</td>
</tr>
<tr>
<td>FY00</td>
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<td>571</td>
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<td>FY01</td>
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<td>FY04</td>
<td>333</td>
<td>585</td>
</tr>
<tr>
<td>FY05</td>
<td>345</td>
<td>608</td>
</tr>
</tbody>
</table>

Fluctuations in faculty numbers are tied directly to the financial and institutional planning time periods outlined below:

- **1997–2002**
  During this period, a retirement incentive program for faculty led to vacancies and therefore an opportunity to add faculty members in a number of departments. The incentive program also enabled us to reassign faculty lines to expanding academic programs.

- **2003–2006**
  The steady growth in faculty members (about 10 per year) reflects the addition of new academic programs in biomedical engineering (partially financed by foundation grants), math and science teacher education, and undergraduate business. The growth in enrollment in the undergraduate and graduate architecture programs (nearly 30%) and the new emphasis on life sciences necessitated additional faculty in architecture and biology. We also entered into joint appointments with Argonne and Fermi National Laboratories, IITRI Life Sciences, and the National Center for Food Safety and Technology.

- **2007–2010**
  The 2010 Plan and FY07 University Operating Plan outline a number of strategies to increase the number of faculty. These strategies allow department chairs and deans to use improved revenues to add faculty as needed. The plans also enable them to use...
special allocations from the board, or outside philanthropy, to attract senior faculty for our 2010 Plan priority programs. At the same time, even with new faculty, the expected growth in undergraduates will lead to a slight increase in the number of students per full-time equivalent faculty member. The provost’s office will work with select departments to reduce reliance on adjunct faculty.

Staff levels have fluctuated over the past ten years, generally as a consequence of increased enrollments, the addition of the aforementioned academic programs, and the consolidation and strengthening of a number of major administrative departments.

- All enrollment management, with the exception of Chicago-Kent College of Law, now reports to a vice president of Enrollment Management, thus assuring a coherent strategy for both undergraduate and graduate enrollments, consolidating and leveraging marketing resources, and assuring cross-marketing of programs.

- Student Affairs activities for both undergraduates and graduates, again with the exception of Chicago-Kent, and all athletic programs now report to the Dean of Students, providing the foundation for continued improvements in co-curricular and non-academic experiences at IIT.

We have also improved productivity by outsourcing services, such as office services and public safety, and by increasing automation of accounting, purchasing, and payroll services.

As part of the 2010 Plan, we will institute Enterprise Resource Planning (ERP), which will integrate all of the university’s databases and management systems. One of the major goals of ERP is to create more efficient systems that will serve an increasing student population with the same or slightly increased staff levels. This process started in June 2006 and will have a major impact on the efficient use of human resources. As automation replaces existing positions, our staff will be trained for new positions designed to efficiently manage increased responsibilities for enrollment growth.

Achievements

To date, we have succeeded in achieving nearly every one of our major planning goals outlined by The National Commission in 1994 and the FY03 University Operating Plan. A summary of these achievements follows:

- Dramatically improving the academic quality of entering freshmen by adopting higher admission standards, implementing the Camras Scholarship Program, and revising curricula to include more focused degree programs

- Improving the quality of entering graduate students through graduate entrance exams, an emphasis on higher standards, a greater concentration on graduate education in business and design, and an increased focus on quality in the law school

- Increasing the number of international undergraduate and graduate students in an effort to promote diversity and reflect the globalization of industry
Introducing and institutionalizing Interprofessional Education as the signature, project-oriented element of our undergraduate education

Transforming Main Campus, as outlined in the Main Campus Master Plan, to enhance its appeal to students and their parents, faculty, and staff

Planning and successfully implementing the IIT Capital Campaign

Expanding life sciences education and research by increasing student enrollment, enhancing bio-related research, and constructing laboratories

Planning and opening University Technology Park At IIT.

2.c. The organization’s ongoing evaluation and assessment processes provide reliable evidence of institutional effectiveness that clearly informs strategies for continuous improvement.

Since 1999, we have followed a more formal annual planning, evaluation, and assessment process to determine our success in meeting strategic enrollment goals and achieving university priorities. University Leadership meetings, which are attended by academic and administrative leadership, begin in mid-September with a formal review of enrollment results against targets and an analysis of the reasons for successes and failures in achieving projections. This initial session also determines whether or not modifications to the budget adopted the previous May are necessary. Subsequent sessions focus on using preliminary enrollment numbers, and income and expense projections for the coming year, to evaluate our progress in addressing university priorities.

In 2001, University Leadership meetings initiated a detailed evaluation of the institution’s ranking in the nation compared to competing colleges and universities. Leadership meetings also laid the groundwork for the 2002 University Priorities and the FY03 University Operating Plan, which established the criteria (specific annual objectives and qualitative parameters) against which every manager is evaluated.

The Office of Institutional Information (OII), first established in the 1990s, and the Office of the Chief Financial Officer document our performance against our objectives. OII has responsibility for maintaining, updating, and reporting enrollment information gathered from across the university in a timely manner. For example, enrollment progress is tracked and reported weekly to senior leadership, and adjustments in recruiting strategies are made as necessary.
The Board of Trustees remains informed through the documentation and discussion of enrollment and financial progress at every board meeting, and members are provided with detailed financial reports reflecting actual results as compared to budget.

Each staff member participates in an annual performance review, which is based on a written evaluation of performance against annual objectives. Senior leadership members set annual, measurable objectives, which are reviewed with the president, who discusses their performance and institutional progress with the Compensation Committee. The president provides an annual written report to the university community on the state of the institution, and this report also is discussed at university-wide staff and faculty meetings in the fall.

In addition to the internal review, academic units of the university participate in professional accreditation processes. [See Preface for professional accreditations and dates.] These rigorous professional evaluation and reaccreditation processes provide opportunities for us to assess our overall programs and identify areas for future improvement.

2.d. All levels of planning align with the organization’s mission, thereby enhancing its capacity to fulfill that mission.

Our FY07 University Operating Plan was presented and approved by the Board of Trustees in May 2006. The Plan represents the work by senior leadership, faculty and staff committees, and academic unit heads. Students offered their input in the process while the board reviewed all aspects of the plan at four successive meetings. Development of a University Operating Plan has been an annual university activity since 2002, and we seized the opportunity of the NCA self-study and reaccreditation process to develop the 2010 Plan and Mission, Vision, and Values statement. The annual budget process, detailed below, links the University Operating Plan with the various approval processes of the departments, colleges, and the Board of Trustees.

**Annual Budget Process:**

**October:** The provost and vice president for Enrollment Management prepare projections for the next fiscal year based on current levels of enrollment and plans for future recruitment. The provost and chief financial officer prepare tuition rate recommendations. These recommendations are approved by the Executive Committee in January.

**November/December:** The colleges and administrative areas start to prepare operational plans for the following fiscal year and make budget requests to support these plans. The Offices of the Provost and President provide feedback to the individual deans, directors, and vice presidents.
March: The board’s Audit and Budget Committee reviews the draft operational plans and budgets, followed by a preliminary review by the Executive Committee.

April/May: Deans, directors, and vice presidents complete detailed budgets.

May Board Meeting: The Executive Committee reviews the final budget in detail prior to a formal vote of approval by the Board of Trustees.

September: Net tuition revenue results are reviewed along with any resource needs that develop after the budget is prepared. Educational and operational activities, as well as their financial impact, are adjusted in order to meet budgeted financial results.

Monthly: Senior leadership reviews and analyzes financial results against budgeted projections and makes operating adjustments as needed.

**FY07 University Operating Plan: An Executive Summary**

Illinois Institute of Technology is poised to make another major leap in overall university quality. During the last ten years, we have improved the quality of faculty and students, broadened the curricular offerings in strategic areas, expanded our research focus, established alliances with leading institutions, and strengthened our financial base. The positive publicity the university has received for its new and renovated buildings and the improvements in the surrounding neighborhood have greatly improved the local perception of the university.

While the developments described above have all been positive, there remain several major issues and challenges to be addressed. The 2010 Plan is designed to address these challenges and to lay the foundation for a stronger IIT as the university moves through its second century. The plan comprises both academic and “platform” initiatives. The academic initiatives are focused on areas, as determined by the faculty and staff, that are of great importance to the future prosperity of the region and nation, and that relate to the university’s historic mission and strengths. These initiatives include the application of engineering and science to solve problems of human health (life sciences), the development of sound policies and technical solutions for the use of natural resources (energy and sustainability), the creation of jobs and businesses based on science and engineering research (innovation and entrepreneurship), and Mathematics and Science Education. The platform initiatives focus on crucial areas that affect the entire university and include enrollment management, facilities, information technology, housing, and student experiences as well as IIT’s signature program, Interprofessional Education.

The FY07 Operating Plan supports the university’s 2010 Plan by describing the goals of each of the university’s colleges, institutes, and administrative units, as these relate to the university’s strategic goals. The plan also discusses the tactics each unit will use to achieve their goals and the metrics each will use to gauge their progress.
University Goals and Metrics

IIT is in the midst of a multi-year effort to increase enrollment and improve bottom-line financial results. From FY03 to FY06, net tuition increased by $17 million. In FY07, net tuition is projected to increase by approximately $8 million, with $4.64 million or 58% of the total increase due to increased undergraduate net tuition. It is anticipated that net tuition will increase by $35 million by FY10, to approximately $113 million. The major drivers of this tuition increase are an increase in the total number of full-time undergraduates to 2,500 and an increase in the net tuition paid per student of approximately $1,000 per fiscal year.

In addition to our financial goals, other goals related to undergraduate students include increasing our freshman retention rate from 81% to 88% by 2010, and increasing our six-year graduation rate from 67% to 75% during that same time period. We also plan to improve student quality (as measured by test scores and high school GPA). Specifically, we would like to increase GPA from 3.49 to 3.6, while keeping test scores at their current level or increasing these slightly. Currently, the average combined SAT score for incoming freshmen is 1292 and the composite ACT score is 28. We would like to maintain an average combined SAT of approximately 1300 and an ACT of 28–29. Most importantly, we aim to have sufficient numbers of quality applications to allow the university to shape its incoming freshman class in each college. Goals for graduate and professional student numbers and quality are included in each unit plan.

Priorities

In this section, we discuss ten university-wide priorities that we believe will improve IIT’s ability to deliver the highest quality education with relevance to a complex and changing world. These priorities reflect the university’s mission as described in our Mission, Vision, and Values statement.

Interdisciplinary Collaborations

Interdisciplinary collaborations between academic units to support innovative educational programs are key to the continued development of the university. An example of such an educational collaboration is the M.P.A. program, which is jointly run and managed by the College of Science and Letters (CSL), Department of Social Science, Stuart School of Business, and Chicago-Kent College of Law. This successful collaboration has led to expansion and revitalization of this program.

Another type of collaboration that holds great promise for the university is one between Stuart School of Business and a number of other academic units. As of FY07, the Institute of Business and Interprofessional Studies now reports to the dean of the Stuart School, and the faculty will be merged, thus allowing collaboration between our undergraduate technology-based business program and the graduate business program. This merger will also serve to expand our program in Financial Mathematics (a joint program between the Department of Applied Mathematics in CSL and Stuart School of Business). Additionally, the Stuart School
and the Institute of Design have agreed to offer a joint M.S. Design/M.B.A. program and are also discussing an executive program combining business and design.

Other potential collaborations include the College of Architecture and Civil and Architectural Engineering and the National Center for Food Safety and Technology, Chemical Engineering, and Biology programs.

The above examples illustrate the promise of educational collaborations between and among units. Such potential collaborations, however, require commitment and follow up by all involved for successful implementation.

**Interprofessional Education**

The Interprofessional Project Program (IPRO) was introduced ten years ago as a unique project-based learning program required of all IIT undergraduates. During this period, the program was expanded to include Entrepreneurial Projects (EnPROs) and placed within the Institute of Business and Interprofessional Studies for better management and coordination.

The overall growth of IIT’s undergraduate student body will also require growth in the number of IPROs and EnPROs offered each term. This means that we will require more projects, more sponsors, more faculty members, a larger IPRO Day structure, and overall, more organization and management infrastructure to implement the program. We have begun to hire IPRO instructors who are dedicated to teaching IPROs (with faculty advice as needed). We will need to expand our base of project sponsorships as well as project oversight.

**Life Sciences**

Continued development of educational and research programs that apply the principles of science and engineering to solve problems in human health is a key university priority. Another major priority is the growth of interdisciplinary research centers. The Pritzker Institute of Biomedical Science and Engineering serves as our flagship university-wide umbrella organization that works within the university, and with external partners, to develop such research centers. A good example of such a developing center is the Medical Imaging Research Center, which involves faculty from several departments (Electrical Engineering, Physics, Biomedical Engineering, and potentially, Psychology), and will be housed as a group in University Technology Park At IIT.

The new Center for Integrative Neuroscience and Neuroengineering (a joint program with the University of Chicago) is housed in the recently renovated north wing of our Engineering Research Building. Expansion of this center’s activity, in conjunction
with the University of Chicago, and active participation by faculty in other disciplines is of high priority.

In the areas of nutrition and human health, a proposed new center in the area of nutraceuticals and functional foods will involve a partnership among IIT Research Institute (IITRI), the National Center for Food Safety Technology (NCFST), the Department of Chemical Engineering, and the Department of Biological, Chemical, and Physical Sciences (BCPS), with likely participation from other academic units. This area builds on the strength of IITRI in cancer prevention, and of NCFST in manufacturing and regulatory affairs. It will also involve participation by the FDA, which is quite interested in this area. Joint hiring between IITRI, NCFST, and academic units is planned for this center.

Our new Engineering Center for Diabetes Research and Education is in the early stages of development, but already has participating faculty from several disciplines (Chemical Engineering, Biomedical Engineering, BCPS, Psychology, and potentially, Chicago-Kent College of Law), as well as possible interactions with the University of Chicago. This center requires significant further development in terms of both planning and personnel.

The development of a plan to create a Center for Bioinformatics and Computational Biology is underway. This center would involve faculty from Computer Science, Applied Mathematics, BCPS, IITRI, and potentially, a number of engineering departments. Such a center will require investment in personnel, but will have relatively modest facilities needs.
Finally, IIT is a member of the National Institute of Pharmaceutical Technology and Education (NIPTE), a consortium of 12 major research institutions led by Purdue University. This group is lobbying the federal government for direct funding, which would both complement and allow expansion of our current pharmaceutical research.

The examples above demonstrate the current focus on interdisciplinary research centers in the life sciences area and a number of our other priority areas. Research and educational activities in these areas have grown significantly in recent years; however, it will require careful planning and investments to continue this growth.

Mathematics and Science Teacher Education

Secondary mathematics and science teacher education is an area of great regional and national importance. By creating a unique discipline-based department in this area that certifies our undergraduates to be teachers, an M.S. program for working teachers, and a Ph.D. program to further develop the field, IIT is emerging as a national leader in this area.

Our partnership with Chicago Public Schools (CPS), through our cohort-based masters program, has led to several opportunities. The CPS has been awarded a Gates Foundation grant to improve mathematics and science teacher education. Through this grant, IIT, along with partners Glencoe/McGraw-Hill and The Field Museum of Natural History, will work with seven CPS high schools over a three-year period, co-developing a curriculum that will provide students with a better understanding of biology, chemistry, and physics within a framework of National and State Standards. The program will place a strong emphasis on scientific inquiry and nature of science to provide a context for more meaningful understanding, and will give teachers and schools the intensive professional development and personalized support each needs to guide all students through the learning process.

A second potential partnership with the CPS is the management (with another partner) of a middle school. Our Mathematics and Science Education (MSED) department would be a primary developer of the school’s curriculum, and the school would provide student teaching and internship opportunities for our students.
Technology-based Entrepreneurship

IIT has made a major commitment to technology-based entrepreneurship through our University Technology Park At IIT (UTP). This park currently consists of an Incubator facility and space for larger companies in buildings acquired from IITRI. The opportunity also exists for additional expansion into other buildings on the south end of our campus. UTP already houses ten companies, which have been employing our students, and the Incubator houses two faculty-based companies. In addition, our educational activities in entrepreneurship, through our program within IBIS and our endowed chair (Coleman Foundation) and the Knapp Entrepreneurial Center, will support their business development activities. Priorities for this area include formation of an ‘angel’ fund to aid in the development of faculty- and student-based technologies. We are also currently developing simple standard methods and pricing to help companies make use of research services within IIT and collaborate with our faculty and students. Moreover, the Law school is expanding into this area by developing a clinic to provide legal services to companies in UTP. Finally, we plan to integrate Stuart School of Business into this effort, thereby expanding the educational and research programs within the Stuart School. This is a major priority for the new dean.

Alliances

In a complex multidisciplinary world, no institution of higher education can exist without forming partnerships with other universities and research organizations. IIT must continue to expand and grow such partnerships. We have developed a strong relationship with the University of Chicago Medical School in the life sciences area. We must continue to cultivate this relationship, as well as establish relationships with other medical schools and health-related institutions (i.e., Rush, Rosalind Franklin, and Midwest University) to enhance both research and educational opportunities for our students.

Relationships with nearby government laboratories (i.e., Fermi and Argonne National Laboratories) must also be nurtured. Our joint faculty arrangement with Fermi should be expanded and a similar arrangement developed with Argonne.
We must participate in multi-university alliances, such as NIPTE (described previously) and the National Coalition for Manufacturing Innovation (a multi-university effort involving major research and educational funding), as well as form strategic alliances with other universities in particular research areas.

**Energy and Sustainability**

The development of technology and policies that aid in the conservation of energy, the development of new energy sources, and sustainable development are key to the prosperity and future of the United States and the world. IIT must further develop its educational and research programs to address these important issues. Through our campus renovation and our programs in engineering and architecture, we must also provide an example of the use of innovative technology for building renovation and construction. Finally, the development of an Institute for Energy and Sustainability is a major priority for the university. We must hire a director and develop a comprehensive plan for the center’s goals and directions.

**Student Experience**

A key part of the educational experience is the co-curricular student experience. We must continue to improve this experience through improvement of our athletic facilities and programs, intercultural and diversity programs, support for student organizations, and support for fraternity and sorority programs. IIT is also committed to working with developers to provide retail and other amenities on 35th Street, thereby giving our students local options for shopping and recreation. A university Task Force on the Student Experience will be launched in 2006 to address these issues.

**Facilities**

University facilities have been continuously improving in recent years, but much remains to be done. With the recent bond financing, additional significant investments will be made in the campus. Our priorities include the completion of Wishnick Hall (including the renovation of the undergraduate chemistry laboratories), renovation of 17 other undergraduate laboratories on campus, renovation and upgrading of our classrooms, improvements in the dormitories and graduate apartments, and other major infrastructure improvements on campus.
Technology Services

In this age of laptops, MP3 players, and WiFi, robust and stable technology infrastructure is essential for any school and particularly for a technology school. As we look to the future, increased mobility and distance learning are expected to be the primary drivers of technological innovation in the higher education market. Many universities have already started to prepare for this eventuality by testing handhelds and other instructional technology in classrooms and across campuses. In order for IIT to compete for tomorrow’s students, we must continue to leap forward on the technology curve.