

RIT Strategic Planning 1994-2004 collection

Papers are from the office of Bonnie Meath-Lang, member of the Strategic Planning Committee, 1992. [Brought to the Archives by Andrew Quagliata, Apr. 18, 2006]

BOX 1

In the Front:

1. CD/DVD labeled "President's Day Forum, February 17, 2004, Disk 1 of 2".
2. CD/DVD labeled "President's Day Forum, February 17, 2004, Disk 2 of 2".
3. Unlabeled cassette tape.

Strategic Planning: Background/Reference Documents:

(Some items are not contained within a folder since because it is too large. Rather, there is a divider between each category.)

1. *RIT Master Plan*, 1980.
2. Report of the Institute Review Panel on the educational Goal concerning Ideals and Standards of Excellence, November 17, 1980.
3. *Regents 1982 Progress Report on the 1980 Statewide plan for the Development of Postsecondary Education*, February 1982.
4. *Rochester Institute of Technology Self-Study for Presentation to Middle States Association of Colleges and Schools*, November 2-5, 1986.
5. *Reform in Higher Education: Reviewing the Reviews*, Dean L. Hubbard, President Northwest Missouri State University, January 1987.
6. *Survey of Faculty Preference for Calendar Type and Grading System*, Academic Affairs committee of Faculty Council, March 30, 1989.
7. *Forum, The Faculty Council Newsletter*, Volume 13, Winter 1988-1989, No. 3.
8. Office Memo from President M. Richard Rose to Vice Presidents, subject: Continuation of the Planning Process, Nov. 2, 1990. Attached is *The Academic Plan*, T.R. Plough, September 1990.
9. Office Memo from Task Force on Faculty Professionalism to RIT Faculty and Academic Administration. Attached is the *Task Force on Faculty Professionalism: Final Report*, April 24, 1991.
10. *Educational Policies and Procedures manual*, RIT, September 1991.
11. *Report of the Calendar Task Force, Executive Summary*, February 5, 1991.
12. Interoffice Memo from Bruce Oliver to COB Dean's office, subject: Academic Calendar Discussion – COB, April 2, 1991.
13. *Forum, The Faculty Council Newsletter*, Volume 15, Spring 1990-1991, No. 3.
14. *Middle States Assoc. of colleges and Schools' Periodic Review report*, Richard Rose and Thomas Plough, May 29, 1992.
15. *Strategic Plan: An Agenda for Action Report*, NTID, June 1992.
16. *Enhancing Relationships Between RIT and Japan*, Trip Report, Albert Simone, February 19 to March 5, 1993.
17. *Price Discrimination in Higher Education*, Albert Simone, March 17, 1993.
18. *Partnership: The Key to RIT's Continuing Success*, Albert Simone, March 30, 1993.

19. *An Imperative and Paradigm for Change*, Inaugural Response, Albert Simone, April 15, 1993.
20. Office Memo from President Albert J. Simone to Strategic Planning Executive Committee, July 14, 1993. Attached is the *Report of Educational Development Faculty Status Committee*, May 1993.
21. *Academic Calendar for RIT*, Bruce Oliver, October 4, 1993.
22. Strategic Plan for the Future of Virginia Commonwealth University, October 20, 1993.
23. Copy of #21 above.
24. *The Center for Integrated Manufacturing Studies: An Opportunity for Synergy, Partnership, and enhancement of Mission*, Albert J. Simone. November 15, 1993.
25. *Characteristics of Excellence in Higher Education: Standards for Accreditation*, Commission on Higher Education, Middle States Association of Colleges and Schools, 1994.
26. *Designs for Excellence: Handbook for Institutional Self-Study*, Commission on Higher Education, Middle States Association of Colleges and Schools.

Strategic Planning Steering Committee (SPSC), Task Forces, and SPSC Executive Committee Documents:

1. Letter from Albert J. Simone to RIT Community, Subject: Strategic Planning Steering Committee: Structure and Process, January 13, 1993. (2 copies)
2. Letter from Albert J. Simone to RIT Community, Subject: Strategic Planning Institute Forum, March 22, 1993.
3. Letter from Albert J. Simone to RIT Community, Subject: Strategic Planning Institute Forum and draft RIT Vision Statement, March 26, 1993.
4. Strategic Planning Steering Committee, Matrix Subgroup Report, July 15, 1993.
5. Office Memo from Strategic Planning Steering Committee to RIT Community, Subject: Update and invitation to join SPSC Task Forces, August 12, 1993.
6. Office Memo from Strategic Planning Steering Committee to RIT Community, Subject: SPSC Task Forces, August 31, 1993.
7. Office Memo from Albert J. Simone to Strategic Planning Task Force Members, Subject: Representation on task forces and on the SPSC, September 8, 1993.
8. Office Memo from SPSC Executive Committee (Albert J. Simone, James DeCaro, Stanley McKenzie, Deborah Stendardi, and Bonnie Meath-Lang) to Task Force Co-Chairs, Subject: Procedures and funding for task force activities, September 8, 1993.
9. Letter from Albert J. Simone to RIT Community, Subject: Information on task forces, October 8, 1993.
10. Board of Trustees' Strategic Planning Committee, Strategic Planning Briefing, October 11, 1993.
11. Office Memo from Strategic Planning Steering Committee to RIT Community, Subject: Summary reports on the Task Forces on Student Living Experience, Student Growth and Development, and Student Body Demographics, December 3, 1993. (2 copies)

12. Office Memo from Strategic Planning Steering Committee to RIT Community, Subject: Summary reports of the Task Forces on Community, External Partnerships, and Institutional Stewardship, December 9, 1993. (2 copies)
13. Office Memo from Strategic Planning Steering Committee to RIT Community, Subject: Summary reports of the Task Forces on Academic Program Curricula, Academic Opportunities/Program Review, Staff Roles and Responsibilities, and Faculty Roles and Responsibilities, December 17, 1993. (2 copies)
14. Letter from Albert J. Simone to Strategic Planning Steering Committee, Subject: Net Revenue, Enrollment, and Financial Aid Aspects of the 1994-95 Annual Budget, January 4, 1994.
15. Letter from Albert J. Simone to Strategic Planning Steering Committee, Subject: 1994-5 Budget, January 4, 1994.
16. Office Memo from SPSC Executive Committee to RIT Community, Subject: Timelines, Working Draft Outline and Next Steps, January 31, 1994. (2 copies)
17. Office Memo from SPSC Executive Committee to RIT Community, Subject: Final task force report summaries, February 4, 1994.
18. Letter from Strategic Planning Steering Committee to RIT Community, Subject: Draft strategic goals and objectives, March 28, 1994. (2 copies)
19. Letter from Strategic Planning Steering Committee to RIT community, Subject: Strategic planning timeline, external assumptions, and internal strengths and weaknesses, May 3, 1994. (2 copies)
20. Letter from Strategic Planning Steering Committee to RIT Community, Subject: Draft action steps, May 4, 1994. (2 copies)
21. Forum the Faculty Council Newsletter, Volume 19, Spring 1994.
22. News clipping from *News & Events* May 17, 1994 “Perspectives: Some Reflections on Strategic Planning”
23. Office Memo from Linda Kuk and Jim DeCaro to RIT Community, Subject: Joint Venture Between Student Affairs and NTID, May 20, 1994.
24. Letter from Albert J. Simone to RIT Community, Subject: Advisory Committee for an Interim Vice President for Academic Affairs/Provost and a Chairperson for Strategic Plan Implementation/Interim Associate Provost, May 24, 1994.
25. Office Memo from Strategic Planning Steering Committee to RIT Community, Subject: Penultimate Draft of the Strategic Plan, June 10, 1994. (two copies, one with the office memo and other without)
26. A Synopsis of the Strategic Plan for the Rochester Institute of Technology, July 1994.
27. Letter from Albert J. Simone to RIT Community, Subject: Strategic Plan, July 20, 1994.
28. Letter from Albert J. Simone to RIT Community, Subject: Formation of the Strategic Plan Agenda for Action Committee, July 28, 1994.
29. *Moving Ahead, Growing Stronger – and Paying for it: The Need for and Practice of a Policy of Managed Attrition* by Albert J. Simone, October 10, 1994.
30. Strategic Planning Parameters for RIT, M. Richard Rose and Thomas R. Plough, 1990-95.
31. Internal Strengths and Weaknesses: Executive Summary.
32. Strategic Planning Communication Plan.

33. List of Goals.
34. RIT Strategic Plan: 1995-2005, People Programs, and Service.

BOX 2

Strategic Planning: Task Force Reports

1. *Strategic Planning Full Report of the Task Force on Community*, December 1993.
2. *Strategic Planning Full Report of the Task Force on Institutional Stewardship*, December 1993.
3. *Strategic Planning Full Report of the Task Force on External Partnerships*, December 1993.
4. *Strategic Planning Summary Report of the Task Force on Academic Program Curricula*, December 1993.
5. *Strategic Planning Preliminary Report of the Task Force on Staff Roles and Responsibilities*, December 1993.
6. *Strategic Planning Preliminary Report of the Task Force on Student Growth and Development*, December 1993.
7. *Academic Program Curricula Task Force*, Final Report, February 1, 1994.
8. *Report of the Task Force on External Partnerships*, February 7, 1994.
9. *Report of the Task Force on Community*, February 7, 1994.
10. *Academic Opportunities and Program Review, Task Force Report and Recommendations*, February 1994.
11. *Final Report Task Force on Staff Roles and Responsibilities*, February 10, 1994.
12. *Report of the Student Living Experience Task Force*, Vision for the Student Living Experience, February 7, 1994.
13. *Report of the Task Force on Student Growth and Development* February 7, 1994.
14. *Student Body Demographics Final Report*, February 7, 1994.
15. *Report from the Task Force on Faculty Roles and Responsibilities*, Co-Chairs: Dr. Laura Tubbs and Dr. Marilu Raman.

Strategic Planning: Planning Presentations

1. U-Matic Tape labeled: Ron Salluzzo Presentation Part 1, Ingle Auditorium May 11, 1994.
2. Board of Trustees' Strategic Planning Committee, *Strategic Planning Progress Report*, February 17, 1994.
3. Minutes of the meeting of the Rochester Institute of Technology Board of Trustees held on April 14 and 15, 1994 in the Executive Training Room of the Lowenthal Building.
4. National Trends for College Students Presented by: Jim Miller *How Are We Going To Change?* Presentation at Liberty Hill Breakfast Series – February 3, 1994.
5. Notes from Board of Trustees' Meeting Re: Strategic Planning, July 15-16, 1993.
6. *Budget 1993-2003 RIT's Reality Check*.
7. *Strategic Planning Impact on Culture and Context*.

8. 1994 Directors' Retreat: Break-Out Session, Friday June 17, 1994.

BOX 3

Strategic Planning: Written Feedback

1. Letter from Joseph T. Nairn to Dr. Albert J. Simone dated February 11, 1993.
2. Letter from Al Simone to Strategic Planning Executive Committee, Subject: Strategic Planning Ideas, February 23, 1993.
3. Office Memo from James J. DeCaro to Albert J. Simone and others, Subject: discussion with Preston, February 24, 1993.
4. Letter from Albert J. Simone to Strategic Planning Executive Committee, attached is a letter from Bruce Peterson and response, February 24, 1993.
5. Letter from Albert J. Simone to Paul Hauler, attached is a letter from Paul Hauler to Albert J. Simone, March 8, 1993.
6. RIT University Newspaper Proposal, March 12, 1993
7. Office Memo from Anne Coon to Albert J. Simone, Subject: Strategic Planning, March 23, 1993.
8. Letter from Albert J. Simone to Dr. Frank Caccamise, April 6, 1993.
9. Letter from Albert J. Simone to Curtis E. Reid, attached is a letter from Curtis E. Reid to Albert J. Simone along with *Proposal for a Joint Committee of Faculty Council, Staff Council, and Student Government*. May 14, 1993.
10. Letter from Nancy M. Stuart to Susan Provenzano, Subject: Director's Retreat Group Report, June 9, 1993.
11. Office Memo from Bonnie Meath-Lang to Task Force Co-Chairs, Subject: Draft vision statements, attached is various papers with feedback and comments from people, September 23, 1993.
12. Letter from Albert J. Simone to Strategic Planning Steering Committee, External Partnerships Task Force, and Institutional Stewardship Task Force, Subject: Strategic Planning and RIT Partnerships, September 27, 1993.
13. Letter from Bruce L. Oliver to Task Forces on Faculty Roles and Responsibilities, Academic Program Curricula, and Community Chairs, Subject: Academic Calendar, October 4, 1993.
14. Office Memo from Andrew J. DuBrin to Albert J. Simone, Subject: Strategic Plan, October 7, 1993.
15. Letter from Joan Stone, SPSC member to Strategic Planning Steering Committee colleagues, Subject: Faculty and Staff Salaries, October 8, 1993.
16. Letter from Albert J. Simone to Dr. Carol Whitlock, October 8, 1993.
17. Letter from Paul R. Wilson to Albert J. Simone, attached is the tables, October 9, 1993.
18. Letter from Albert J. Simone to Dr. Carol Whitlock in response to her memo of October 29, attached is a letter from Carol Whitlock to Albert J. Simone, November 1, 1993.
19. Letter from Lawrence W. Belle and Raymond A. Santirocco to Albert J. Simone, November 1, 1993.
20. Letter from Tom Frederick to Albert J. Simone, November 2, 1993.
21. Letter from Albert J. Simone to Strategic Planning Steering Committee, Subject: Attached Documents, attached is two papers from V.V. Raman titled "Proposal

- for a Five Year Program in Twenty-First Century Leadership” and “Proposal for an Institute Professorship”, November 4, 1993.
22. Letter from Albert J. Simone to Strategic Planning Steering Committee, Subject: Attached Letter, attached is a letter from Norman A. Miller to Albert J. Simone, November 5, 1993.
 23. Letter from Albert J. Simone to RIT Faculty, Subject: Vice President William Dempsey’s response to the *FORUM* Article (Volume 18, No. 1), attached is an office memo from Bill Dempsey to Jean Guy-Naud, December 22, 1993.
 24. *FORUM, The Faculty Council Newsletter*, Volume 18, Fall-Winter 1993-1994, No. 1.
 25. Letter from Albert J. Simone to Greg Connor, attached is a letter from Greg Connor to Albert Simone along with attachments from Greg Connor: *Retention Summary Statements and Campus Retention, Organizational Change and the Improvement of Faculty Advising*, and a model example, January 10, 1994.
 26. Office Memo from Margaret O. Lucas to Pantazis Mouroulis, Subject: Strategic Planning Report/Forum Response, January 13, 1994.
 27. Rochester Institute of Technology *College of Continuing Education*, From Dean, Associated Dean, TPD Executive Director, Directors, and Department Chairs, College of Continuing Education to Albert J. Simone, SPSC Executive Committee and all SPSC members, February 16, 1994.
 28. Letter from Robert J. Kohler to Albert J. Simone, March 1, 1994.
 29. Letter from Educational Development Faculty Status Committee to Faculty Council, March 10, 1994.
 30. Letter from Albert J. Simone to Robert Kohler, dated March 17, 1994.
 31. Office Memo from Bonnie to Strategic Planning Steering Committee, Subject: Comments from NTID Student Leaders, March 21, 1994.
 32. Packet of various letters to Albert J. Simone from students voicing complaints and concerns. Letters are handwritten and the students are from Computer Science House.
 33. Office Memo from Rebecca A. Eddy to Albert J. Simone, Subject: Strategic Plan Concerns, March 24, 1994.
 34. Office Memo from Barbara J. Hodik, Subject: Re: BFA Degree Consideration, March 28, 1994.
 35. Letter from the students of the residence halls to Albert J. Simone, March 30, 1994.
 36. Email from Fred Wilson to SPSC and BMLNCI, Subject: Shanghai, March 30, 1994.
 37. Email from Susan to Bonnie, “Carry on, crows!”, March 31, 1994.
 38. Office Memo from P. Mouroulis to Strategic Planning Steering Committee, Subject: Draft goals and objectives, March 31, 1994.
 39. Office Memo from John A. Stratton to Bonnie Meath-Lang, Subject: Draft Strategic Goals and Objectives, March 31, 1994.
 40. Email to Bonnie Meath-Lang, Subject: Response to draft goals, March 31, 1994.
 41. Office Memo from Edward A. Steffens to Strategic Planning Steering Committee, Subject: 28 March draft, April 1, 1994.

42. Office Memo from Melanie R. Barbarito to Bonnie Meath-Lang, Subject: Strategic Plan, April 4, 1994.
43. Email to Bonnie Meath-Lang, Subject: Vision Statement, April 5, 1994.
44. Office Memo from Stanley D. McKenzie, Subject: SP Goals and Student Affairs Directors, April 5, 1994.
45. Office Memo from Karen Snell to Strategic Planning Steering Committee, Subject: Feedback on the vision statement, April 5, 1994.
46. Letter from Robert J. Kohler to Albert J. Simone, Subject: ASG Leadership – The Path to the Future, April 5, 1994
47. Office Memo from Anne C. Coon to Stanley D. McKenzie, Subject: Strategic Plan, April 6, 1994.
48. Letter from Fred L. Wilson to Jim DeCaro, Subject: Strategic Plan, attached is *Humanities Division Meeting*, April 6, 1994.
49. Office Memo from Marc E. Marschark to Strategic Planning Steering Committee, Subject: Draft, April 6, 1994.
50. Office Memo from Anne M. Barker to Strategic Planning Steering Committee, Subject: Draft Goals and Objectives, April 7, 1994.
51. Office Memo from Joseph M. Nassar to Bonnie Meath-Lang and Stanley D. McKenzie, Subject: Strategic Plan Draft, April 8, 1994.
52. Office Memo from Carol Whitlock, Subject: Verbal feedback on first draft of strategic plan, April 8, 1994.
53. Office Memo from Harry Merryman, Subject: Draft Strategic Goals and Objectives, April 11, 1994.
54. Letter from Bruce L. Oliver to Strategic Planning Steering Committee, Subject: Response to 28 March Draft Strategic Goals and Objectives, April 12, 1994.
55. Office Memo from W. Wolf to “To those who will listen”, Subject: Institute Strategic Planning, April 12, 1994.
56. Office Memo from John Morelli to Strategic Planning Steering Committee, Subject: Comments of the College of Continuing Education, April 12, 1994.
57. Office Memo from Thomas D. Hopkins to Bonnie Meath-Lang, Subject: March 28 request for comment, April 12, 1994.
58. Email from Thomas C. Upson to Bonnie Meath-Lang, Subject: Yesterdays Forums, April 13, 1994.
59. Office Memo from Glenda J. Senior to Bonnie Meath-Lang, Subject: Response to draft strategic goals and objectives, April 14, 1994.
60. Office Memo from Tom Young to Linda Valint, Subject: Task Force, April 15, 1994.
61. Office Memo from Shanghai to Valint LA, Subject: Strategic Plan (for Bonnie Meath-Lang), April 15, 1994.
62. Office Memo from Carol Whitlock to Strategic Planning Steering Committee, Subject: Your response to 3/28 Strategic Plan memo, attached is an office memo from Henry A. Etlinger to Strategic Planning Steering Committee, April 16, 1994.
63. E-mail from Paul Hauler to Bonnie Meath-Lang, Subject: Strategic Goals and Objectives, April 18, 1994.
64. Office Memo from Elaine Spaul to Bonnie Meath-Lang, Subject: Strategic Planning Action Steps, April 18, 1994.

65. Email to Bonnie, Subject: Strategic planning comments, April 19, 1994.
66. E-mail from Margaret to Bonnie, Subject: More on strategic planning, April 20, 1994.
67. Letter from Albert J. Simone to Robert Kohler, April 20, 1994.
68. Office Memo from Henry A. Etlinger to Strategic Planning Steering Committee, Subject: Additional ideas regarding vision, mission, goals and objectives, April 22, 1994.
69. Letter from Lynne B-K to Bonnie, attached are student essays from course "Academics Seminar", April 21, 1994.
70. Newspaper clipping from *The Chronicle of Higher Education* April 27, 1994, attached is a handwritten letter from Bonnie to Pat about the article, May 6, 1994.
71. Office Memo from Stephen F. Aldersley to Albert J. Simone, Subject: Strategic Planning Ideas, May 17, 1994.
72. Office Memo from Larry Belle to President Simone, Jim DeCaro, Stan McKenzie, Debbie Stendardi, and Bonnie Meath-Lang, Subject: Strategic Plan, May 19, 1994.
73. Office Memo from Debbie Stendardi and Stan McKenzie to Al Simone, Jim DeCaro, Bonnie Meath-Lang, Ed Lincoln, Tim Engstrom, and Sudhakar Paidy, Subject: Some thoughts from Paul Petersen, May 20, 1994.
74. Office Memo from William J. Daniels to Strategic Planning Steering Committee, Subject: Action Steps Commentary, May 20, 1994.
75. Letter from Albert J. Simone to Members of the Liberal Arts Advisory Board, May 24, 1994.
76. Letter from Albert J. Simone to Dr. Peter Giopulos, attached is an office memo from Dian Miller to Albert J. Simone, May 24, 1994.
77. Letter from Albert J. Simone to Dr. Joseph Voelkel, attached is an office memo from Joe Voelkel to Albert Simone, May 24, 1994.
78. *Proposed Additions to RIT's Strategic Plan from Academic Computing Committee* June 6, 1994.
79. Office Memo from Margaret to Valint LA, Subject: Strategic plan penultimate draft, June 21, 1994.
80. Office Memo from Gary A. Prokop to Bonnie Meath-Lang, Subject: Thursday Strategic Planning Meeting, June 21, 1994
81. Office Memo from Stanley D. McKenzie to Strategic Planning Steering Committee, Subject: Tomorrow's Meeting, June 22, 1994.
82. Report Notes for Board of Trustees.
83. RIT Strategic Planning Forum, Student Solutions Manual, May 10, 1994 (contains transcript from the forum meeting).

Folder 1: Strategic Plan: Agenda for Action

1. Letter from Agenda for Action Committee to RIT Community, Subject: Agenda for Action 1994-1996, December 1, 1994.
2. *Agenda for Action 1994-1996, the Strategic Plan for the Rochester Institute of Technology*, May 1995. (2 copies)
3. Office Memo from Albert J. Simone to RIT Faculty and Staff, Subject: Agenda for Action II, September 10, 1998.

Folder 2: Strategic Planning: Learning and Careers 2004

1. Brochure, *Learning and Careers 2004, President's Perspective*, 1995 (2 copies)
2. Handbook, *A Synopsis of the Strategic Plan Learning and Careers 2004*, August 1994. (2 copies)
3. Learning and Careers, the Strategic Plan for the Rochester Institute of Technology, August 1994. (2 copies)
4. Action Steps for Learning and Careers 2004, the Strategic Plan for the Rochester Institute of Technology, September 1994.