

“Exceptional leaders demonstrate the courage to take calculated risks to overcome obstacles and unleash new opportunities and new directions.”

— NARIMAN FARVARDIN, PRESIDENT  
STEVENS INSTITUTE OF TECHNOLOGY

With 27 years of leadership experience in higher education — including more than a decade leading Stevens to the successful completion of its 2012-2022 strategic plan, *The Future. Ours to Create.* — Nariman Farvardin has unique insights about leadership in the dynamic higher education sector.

Building upon the progress of the past decade, Stevens launched its 2022-2032 strategic plan, *Inspired by Humanity, Powered by Technology™*. Farvardin is drawing upon the same principles of leadership to achieve the university's even-more-ambitious goals for the future.



## 1 Create a compelling vision.

“Draw upon the inspiration and aspirations of your community to identify an ambitious destination for your organization, and then pursue that vision relentlessly.”

## 2 Surround yourself with a carefully selected team.

“It is not sufficient to hire good people; exemplary leaders aim to hire great people that work well together. Nurture your team and give them the tools they need to succeed. Hold them accountable and listen to them. All leaders can do a better job by leaning on the collective judgment of the people they trust.”



## STEVENS' PROGRESS SINCE 2011:

### 3 Overcommunicate.

“Communicate frequently with enthusiasm, authenticity and transparency to ensure the buy-in and participation of your community in pursuing your shared goals. Communicate formally and informally about positive news, challenges and the process and rationale for making decisions.”

**71%** Increase in total enrollment

**165-point** increase in median SAT score, demonstrating students' enhanced academic profile

**13-point** increase in percentage of women students in the first-year cohort

**8-point** increase in percentage of underrepresented minority students in the first-year cohort

**9-point** increase in six-year graduation rate, to 88%

### 4 Model integrity and a selfless work ethic.

“Effective leaders must earn the trust and respect of their community by working hard, demonstrating integrity and putting the organization first.”

**39%** expansion of full-time faculty size, with **71%** increase in tenured/tenure-track faculty

**135%** increase in externally sponsored research awards

### 5 Own the execution.

“Know the business you are in and pay attention to the details. Be energetic, accountable, ethical and courageous enough to make difficult decisions. Monitor technological, societal, political and economic trends that may affect your progress and develop contingency plans. Revise your plans based on setbacks and lessons learned — but remain resolute in pursuing the vision.”

**\$500 million** physical infrastructure investment, including a new 1,000-bed residence hall and university center and a state-of-the-art academic complex

Created a technology-enabled campus of the future for advanced research, learning and administrative operations with numerous enterprise system, hardware and software upgrades and implementations

**\$200 million** raised through comprehensive fundraising campaign

Improved student outcomes, including a **97.3%** post-graduation outcomes rate and average starting salary of **\$84,700** for the Class of 2022

President Farvardin discusses these lessons and Stevens' remarkable rise and continuing progress in a video at [stevens.edu/leadership](https://stevens.edu/leadership)



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