



Stevens 2032: Inspired by Humanity, Powered by Technology

**STRATEGIC PLAN IMPLEMENTATION REPORT — YEAR 2 UPDATE
(July 1, 2023-June 30, 2024 and Fall 2024 Enrollment Statistics)**

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Message from the President



I am pleased to share this annual Strategic Plan Progress Report for the second year of Stevens' ambitious strategic plan. Year 2 marks the period of Fiscal Year 2024 (FY24) — July 1, 2023 through June 30, 2024 — and enrollment and related statistics for Fall 2024.

True to the title of our 10-year strategic plan, *Inspired by Humanity, Powered by Technology*, this Year 2 progress report encapsulates Stevens' commitment to utilize the power of technology to advance society and improve humanity. This commitment is exemplified

through the ever-expanding and groundbreaking research conducted by our faculty — in diverse domains that directly affect all of us — to the educational experience that will “future proof” our graduates for a long career.

I am particularly proud of the way Stevens has navigated through uncertainty and challenges during the last year. FY24 presented us with opportunities to demonstrate our agility in financial management when the COVID-related surge of international graduate students from one country returned to prior levels. It also highlighted the importance of a careful, thoughtful approach to respecting divergent viewpoints about world events that deeply affected some members of our community. In both cases, we listened to our community, avoided taking extreme positions and were able to emerge a stronger, more cohesive institution.

Year 2 marked a significant milestone in a number of strategic initiatives that will have profound, long-term impact on our university: the implementation of the SUCCESS curriculum, the launch of the College of Professional Education, the opening of NJ FAST, planning for a new School of Computing and preliminary preparations for a new building, among many others. As we undertook many of these ambitious initiatives, we also made important strides in caring for our community, as demonstrated by improvements in our Great Place to Work and National Survey of Student Engagement scores.

We can all take great satisfaction in the progress we have made during Year 2. But we are a community of strivers. We aim for even greater achievements, and we aspire to the vision we adopted in our 2022-2032 strategic plan:

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.

Thank you to all members of the Stevens community for your dedication, perseverance, commitment, collegiality and creativity. Stevens is what it is today — and together we will make it the institution we aspire it to be — because of you.

Per aspera ad astra,

Nariman Farvardin

President

Executive Summary

The second year of implementation of Stevens' strategic plan, *Stevens 2032: Inspired by Humanity, Powered by Technology*, coincides with FY24 — July 1, 2023 through June 30, 2024 — and Fall 2024 enrollment statistics. During this period, Stevens continued the strong upward trajectory accomplished in Year 1. A summary of noteworthy progress made during Year 2 includes:

Undergraduate Education and Experience

The new Stevens signature core curriculum, *Stevens Undergraduate Core Curriculum: Essential Skills for Success (SUCCESS)*, was fully developed and approved in Year 2. An office for the SUCCESS curriculum was created and a faculty director was hired to oversee the curriculum's full implementation, which began in the Fall 2024 semester. Engagement among students, faculty and staff in Stevens' living-learning communities (LLCs) increased significantly with the expansion of new LLCs that included five first-year and five returning student communities. Stevens doubled the number of students engaged in entrepreneurship programs and increased by 33% the number of companies created by students.

For undergraduate admissions, Stevens introduced the option of Early Action and joined the Coalition for College organization. Despite a 24.7% decrease in applications for Fall 2024, yield, or the percentage of admitted students who enroll, increased and the undergraduate first-year class was 3.6% larger than the previous year. Notably, transfer student enrollment was 46.9% higher than that of the prior year and set a record for Stevens. International enrollments also reached a record high for Fall 2024 at 4.9% of the first-year class. Stevens added three new summer pre-college offerings in Year 2, ultimately enrolling the largest pre-college cohort ever for Summer 2024. For the Class of 2023, 96.4% secured full-time employment or enrollment in graduate study within six months of graduation, exceeding the 10-year career outcomes target that was also surpassed in Year 1.

Graduate Education and Experience

In Year 2, Stevens' efforts to strengthen graduate programs and increase doctoral student enrollment included hiring 21 tenure stream faculty, achieving \$63.8 million in research expenditures, establishing two dual-degree doctoral programs and offering 18 Presidential Fellowships. In academic year 2023-24, Stevens awarded 72 doctoral degrees and achieved an average GRE-Q score of 165 for newly admitted doctoral students. The total number of doctoral students continued to increase, from 498 in Fall 2023 to 525 in Fall 2024.

Stevens continued to provide competitive technology-driven and lifelong learning opportunities in its master's programs by expanding and improving graduate student support programming based on student feedback. In keeping with Stevens' goal to moderately and strategically grow enrollment, a number of low-enrollment programs were discontinued, and one new graduate certificate program and

one new concentration were created. Stevens achieved a six-month job placement rate of 97.4% for master's students who graduated in May 2023, exceeding the 10-year target of 95%.

Stevens continued to improve online learning offerings through partnerships with Noodle and Beacon Education, which delivered online education to working professionals in China. New online student enrollment increased 23% from Fall 2022 to Fall 2023. A chief online learning officer and dean of the newly established College of Professional Education was hired.

Research and Innovation

Research expenditures increased in Year 2 to \$63.8 million and, as of the end of FY24, were on a faster-than-doubling path for the decade.

Contributing significantly to the increased research expenditures in FY24, the School of Engineering and Science (SES) and the School of Systems and Enterprises (SSE) hired 17 new faculty (11 tenure-stream faculty members and six non-tenure-stream faculty members). A concerted effort was made in FY24 to champion university-wide junior faculty research success in federal Young Investigator Award (YIA) competitions, and this has led to growing enthusiasm and increased engagement of Stevens' junior faculty in YIA competitions. FY24 resulted in five National Science Foundation Faculty Early Career Development Program (CAREER) awards and one Air Force Office of Scientific Research Young Investigator Program (AFOSR YIP) award.

The new Stevens Center for Sustainability was established through a grant from the PSEG Foundation. Research administration for centers was strengthened by creating two new positions in the Office of Sponsored Programs charged with pre- and post-award stewardship of center-related proposals and awards. Discussions were convened among university leadership for how to stage laboratory infrastructure improvements, which will include consideration of the level of research intensity in individual lab spaces. Goals include developing state-of-the-art facilities that are both attractive and compelling to new faculty, while also increasing efficiencies.

Research and innovation activities were reorganized into four offices and new leadership was appointed: Sponsored Programs, Technology Commercialization and New Ventures, Research Integrity and Compliance and Electronic Research Administration. New training activities and the digitization of processes, policies and procedures were undertaken and developed in these offices in Year 2.

Alumni Engagement and Development

In Year 2, alumni professional networking opportunities were strengthened and expanded. Stevens hosted "State of Stevens" events and industry networking events for the Industry Torchbearer networks, among other events. The number of alumni users in *StevensConnects* increased, and two pilot cohorts of the mentorship program for that network were launched. Alumni event registrations grew in

Stevens' regional markets, with registrations for regional holiday parties increasing by 67% over the prior year.

There were 1,161 student members of *StevensConnects*, exceeding the goal by 34%. Based on the actions completed on the platform, 82% of student users were categorized as "active users." Stevens hosted a number of programs for students and young alumni resulting in a 6% increase in registrations over the prior year. Stevens also hosted new student sendoffs around the country that attracted over 300 incoming students, parents and alumni. Through its efforts to elevate volunteerism, Stevens created an Industry Torchbearer Toolkit to support group leaders, partnered with regional clubs to establish goals and responsibilities and hosted trainings for volunteer leaders.

Stevens raised \$19.9 million in new gifts and pledges during FY24. This was accomplished by focusing on the highest-level gifts, deepening corporate and foundation partnerships, advancing an engagement-first annual giving program, assisting with the implementation of ACES 2.0 and collaborating with university leadership on prospective donor cultivation. Stevens also continued preparations for launching a capital campaign by conducting a feasibility study, developing initial plans and engaging an external consultant to assess the plan and capacity. To recognize donors and the impact of their philanthropy, Stevens designed a new style of annual stewardship reports delivered on a digital platform. A President's Dinner was held for donor societies and a streamlined gift acknowledgement process was implemented. Programming for undergraduate students to prepare them for their role as alumni was undertaken. Stevens raised \$11.7 million for the endowment in FY24.

Partnerships

In FY24, many partnerships were created or renewed, including with universities, K-12 schools, government and industry and national professional societies. In particular, from FY23 to FY24, there were increases in a number of partnership categories including: domestic and international universities up from 25 to 33; K-12 schools up from 16 to 37; co-sponsored, co-branded or jointly funded education and research partnerships up from 4 to 25. Both the number of corporate education students and number of corporate-sponsored student projects decreased slightly from 954 to 923 and from 101 to 98, respectively, while the number of corporate-sponsored research projects held steady at 12.

Corporate giving net revenue increased from \$1.02 million to \$2.11 million although the number of corporate gifts declined from 352 to 236. Stevens expanded the CRAFT Center partnerships with corporate and nonprofit organizations and launched NJ FAST (Fintech Accelerator at Stevens) with the New Jersey Economic Development Authority, Plug and Play and Prudential Financial. Stevens also provided executive training and hosted several convenings of professional societies and conferences.

The work of the Corporate Relations Committee was expanded and resulted in greater collaboration among Stevens partners and led to the establishment, renewal or expansion of partnerships with a number of leading corporations, including PSEG, Bristol-Myers Squibb, Nokia Bell Labs, Johnson and

Johnson, among others. There was also an increase in the number of companies recruiting undergraduate and graduate students.

Diversity, Equity and Inclusion

Note: As stated in the introduction, the activities detailed in this report took place in FY24, July 1, 2023, through June 30, 2024. All activities described in this section support Stevens' core values of excellence and belonging.

In FY24, faculty and staff professional development was conducted through collaborations among the Office of Diversity, Equity and Inclusion (DEI), the Division of Human Resources and the Office of the Provost. In light of the U.S. Supreme Court ruling in *Students for Fair Admissions, Inc. v. President and Fellows of Harvard College*, regarding race in admissions, information was shared with all schools and relevant divisions to ensure their understanding of the ruling's impact and to ensure compliance.

A number of initiatives were undertaken to broaden the pool of undergraduate and pre-college students, including providing additional scholarship and financial support to low-income STEM students, developing partnerships with domestic and international organizations to increase outreach for pre-college programs, providing increased financial aid counseling and support and more. Similarly, to broaden the geographic representation of international graduate students, Stevens provided additional outreach, programming and services to students in China; promoted Stevens' graduate program to Education USA and other international affiliates; and signed MOUs with a number of international universities. Stevens launched a partnership with EAB to conduct domestic lead generation and recruitment marketing and also partnered with various universities and organizations to attract a wide range of outstanding students of diverse disciplines throughout the United States.

Stevens reviewed the composition of standing, search and working group committees to assess the current levels of inclusion and engagement of faculty, staff and students. Many campus-wide initiatives were undertaken in Year 2 to train faculty, staff and students. All programs were promoted and open to all members of the Stevens community.

University Culture

A working group was convened to formally establish the Stevens Staff Advisory Council (SSAC) and develop a draft charter. The Office of Faculty Ombuds continues to provide a voluntary and informal alternative for faculty members to address concerns. The Faculty Ombuds Office Charter was drafted, and a webpage for the Office of Faculty Ombuds was developed in Year 2.

Stevens continued a wide variety of collaborations with the City of Hoboken and local communities that span student employment, voter registration activities, community service and STEM outreach. Stevens continued to participate in and host many community events for cultural, educational, athletic, governmental and business interests. The Stevens community came together to provide volunteer services for the City of Hoboken and other nearby communities, supplemental K-12 learning

opportunities, celebratory events for members of the Hoboken community, access to Stevens facilities and invitations to attend Stevens lectures, performances and more.

Stevens continued to issue once-a-month email updates from the president to faculty, staff, students, alumni and friends and continued to organize and support many events sponsored by the Office of the President that promote engagement and inclusiveness with all members of the Stevens community. In addition to the President's Distinguished Lecture which, this year, featured Dr. Giovanni Caforio, Stevens held a special presentation by President Farvardin and Stevens faculty, in collaboration with the IEEE History Center, to celebrate the achievements of Claude Shannon, "father of the information age."

Stevens received its second designation as a Great Place to Work in Year 2. The overall positive results rate in the survey increased by six percentage points (an 8% improvement) compared to the prior year.

Infrastructure and Sustainability

In FY24, the 10-Year Financial Plan was updated to reflect Fall 2024 enrollments plus projections for the next nine years. Plans to increase the capital budget in FY25 were put into place, and Stevens will continue increasing the amount by \$1 million annually. An S&P credit rating of BBB+/positive outlook was maintained as was a Composite Financial Index (CFI) above the threshold score of 3, which is indicative of good financial health.

The Master Space Plan, created in Year 1 to identify expected needs with target dates and needed financial resources, was expanded through FY32. Work continued among the Division of Facilities and Campus Operations, the Division of Finance and the Office of the Provost on space planning including accessibility signage and furniture. Thirty classrooms were updated with new furniture to enhance accessibility for students with disabilities. Planning for a new, mixed-use building on the site of the Davis Building continued; the preliminary target occupancy date is August 2029, with the demolition of the Davis Building currently targeted for May 2026. Also in FY24, the first campus hoteling space was put into use.

The investigation into the feasibility of constructing a solar farm on Stevens' land in Pennsylvania continued in FY24, and an anticipated cost report was developed to install an additional five EV chargers on campus. Stevens explored several renewable energy and sustainability features for the new mixed-use building, which will be fully electric. Stevens once again achieved Gold status as a result of AASHE's 2023 STARS submission.

Stevens held events offering faculty, staff and students the chance to explore various IT services and platforms designed to support their academic and professional objectives. The Office of IT Project Management was restructured to promote consistent project management practices, with over 70 projects supported in Year 2. Research Computing Services, HPCC (high-performance computing cluster) and governance were successfully implemented through extensive coordination and partnership across the university. Over 20 classrooms and conference rooms were upgraded to support digital

learning, teaching and a hybrid workforce. Campus phones were transitioned to Zoom phones resulting in significant cost savings.

Academic Reputation

Earned media in prestigious print, broadcast and digital media increased 21% YOY, while social media impressions increased 109%, primarily driven by TikTok and Instagram. There was a 42% increase in Stevens.edu pageviews and a 40% increase in brand awareness YOY, as measured by the Harris Poll. Stevens launched the FY24 brand awareness campaigns in September 2023. Stevens launched a multi-year partnership with NJ Transit, establishing a significant brand presence in the Hoboken terminal (which sees 7,000 visitors per day) and in strategic stations in New Jersey and New York City. Three Chinese social media accounts were established and used to grow Stevens' follower base and promote engagement in support of Stevens' China recruitment initiatives.

Multi-channel institutional peer reputation campaigns were launched in FY24 including higher education print and digital media and email. Stevens developed a prototype Academic Reputation Index aimed at measuring Stevens' and peers' improvement vs. a baseline value across multiple indicators and providing a relative ranking vs. other institutions. SES continued its academic reputation campaign with a focus on new grants, faculty hires, research results and other departmental news. School of Business (SSB) reputation efforts included paid marketing campaigns, webinar sponsorship and conference hosting, among others.

Audits covering more than 50% of Stevens.edu were completed to identify areas where user experience and design could be improved. Comprehensive SEO training was offered to all content editors. A significant effort during FY24 led to the launch of a redesigned program finder in July 2024. Modification and addition of new components in Contentful (Stevens' content management system (CMS)) continued in FY24 with the goal of maintaining a visually appealing platform, providing innovative ways to display content and address gaps to enhance the user experience.

A contract with Nexus Licensing Group was completed to protect Stevens' marks and to manage licensing; 44 vendors became licensees. Collaboration with the Stevens bookstore on branded merchandise contributed to a 38.3% increase in sales over FY23. University Relations continued to provide oversight and monitoring of external marketing partners to ensure brand consistency.

The number of external awards received by faculty increased to 140 in Year 2 from 137 the prior year, while the number of publications decreased from 466 to 417 for prestigious journal publications and from 259 to 210 for conference proceedings.

GOAL 1: Undergraduate Education and Experience

The new Stevens signature core curriculum, *Stevens Undergraduate Core Curriculum: Essential Skills for Success (SUCCESS)*, was fully developed and approved in Year 2. An office for the SUCCESS curriculum was created and a faculty director was hired to oversee the curriculum's full implementation, which began in the Fall 2024 semester. Engagement among students, faculty and staff in Stevens' living-learning communities (LLCs) increased significantly with the expansion of new LLCs that included five first-year and five returning student communities. Stevens doubled the number of students engaged in entrepreneurship programs and increased by 33% the number of companies created by students.

For undergraduate admissions, Stevens introduced the option of Early Action and joined the Coalition for College organization. Despite a 24.7% decrease in applications for Fall 2024, yield, or the percentage of admitted students who enroll, increased and the undergraduate first-year class was 3.6% larger than the previous year. Notably, transfer student enrollment was 46.9% higher than that of the prior year and set a record for Stevens. International enrollments also reached a record high for Fall 2024 at 4.9% of the first-year class. Stevens added three new summer pre-college offerings in Year 2, ultimately enrolling the largest pre-college cohort ever for Summer 2024. For the Class of 2023, 96.4% secured full-time employment or enrollment in graduate study within six months of graduation, exceeding the 10-year career outcomes target that was also surpassed in Year 1.

Goal 1 - 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:

1.1 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

1.2 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.)

Owners: Senior Vice President and Provost Jianmin Qu, Vice President Sara Klein, Vice Provost David Zeng, Dean Jean Zu, Dean Gregory Prastacos, Dean Anthony Barrese, Dean Kelland Thomas, Vice President Cindy Chin, Vice President Louis Mayer*

*These goal owners were in effect during Year 2 of Strategic Plan implementation.

Key Initiative 1.1: The new signature core curriculum, *Stevens Undergraduate Core Curriculum: Essential Skills for Success (SUCCESS)*, was fully developed and approved in Year 2. Starting with the 2024 cohort, all undergraduate students will complete the core curriculum before graduation from Stevens. A faculty director was hired to oversee the implementation of the new core curriculum and to ensure the successful delivery and continuous improvement of the courses that make up the SUCCESS curriculum, and a staff member was hired to direct and instruct the first-year experience course. Additionally, an office for the SUCCESS curriculum was created to provide logistical support and to manage the teaching assistants for the courses. Beginning in the Fall 2024 semester, all incoming first-year and transfer students took the first-year experience course. Therefore, during Year 2, faculty and staff facilitators were recruited and trained to teach the course, and all students were assigned to a section through the course registration process. Also in Year 2, Stevens' living-learning community (LLC) offerings were expanded to include five first-year communities and five returning student communities for Fall 2024. Applications for the returning student LLCs were submitted through "Ducks by Design," a process through which students propose designs for an LLC. Applications for Ducks by Design increased by 150% compared to the prior year, which reflects positive experiences and impressions based on the existing communities. Engagement among students, staff and faculty in the LLCs increased significantly in

2023-2024, with LLC residents reporting heightened awareness of the support provided by faculty and staff. Lastly, in Year 2, Stevens doubled the number of students engaged in entrepreneurship programs over the prior year and increased the number of companies created by students by 33%. Working with the Division of Development and Alumni Engagement, Stevens continued its effort to raise funding for these programs.

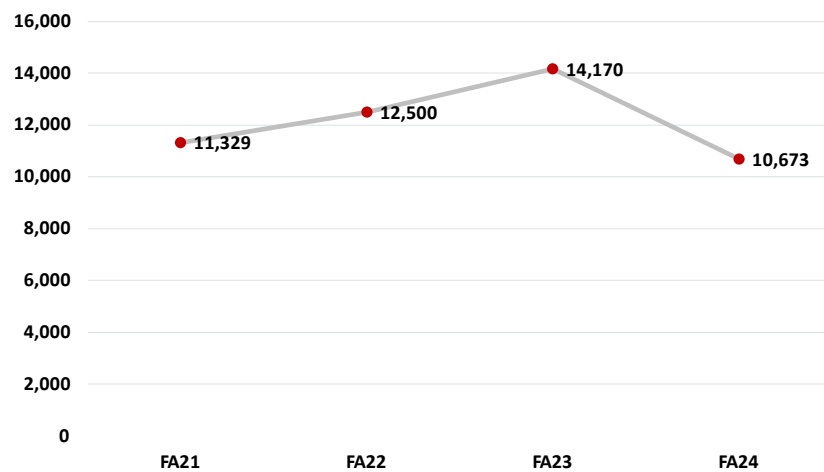
Key Initiative 1.2: In its efforts to strategically increase undergraduate enrollment, Stevens added three new summer pre-college offerings in Year 2, ultimately enrolling the largest pre-college class ever for Summer 2024. Furthermore, Stevens developed partnerships with high schools and organizations to increase pre-college enrollments in areas of strategic focus. Stevens introduced the option of Early Action and joined the Coalition for College organization. Stevens increased enrollments in programs with desired growth targets, such as biology, chemistry, civil engineering, physics and quantitative social science. Despite a 24.7% decrease in applications for Fall 2024, Stevens improved yield, enrolling an undergraduate first-year class that was 3.6% larger than the previous year. Notably, the transfer student enrollment was 46.9% higher than that of the prior year and set a record for Stevens. The decrease in applications was largely due to the addition of a Stevens-specific essay in the applications process and complications of the Free Application for Federal Student Aid (FAFSA).

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%**

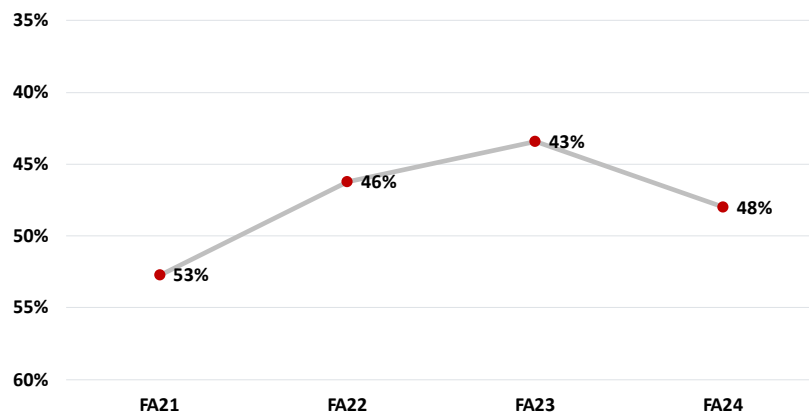
Despite a 24.7% decrease in applications from 2023 to 2024, Stevens enrolled an undergraduate first-year class that was 3.6% larger than the previous year and yield increased by four percentage points. The admission rate for Fall 2024 increased from 43.4% in Fall 2023 to 47.6% in Fall 2024 to meet first-year enrollment targets and in anticipation of FAFSA delays and other challenges.

Goal 1: Undergraduate First-Year Applications



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Goal 1: Undergraduate Selectivity

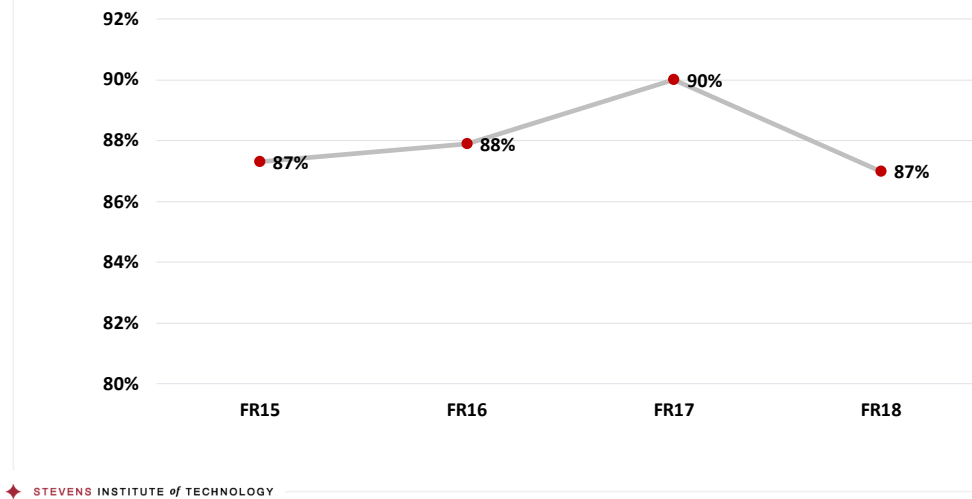


◆ STEVENS INSTITUTE of TECHNOLOGY

- **Increase our six-year graduation rate from 87% to 92%**

The six-year graduation rate for AY2023-2024, corresponding to the 2018 student cohort, is 87%, a reduction from last year due mainly to the impact of the COVID years.

Goal 1: Six-Year Graduation Rate



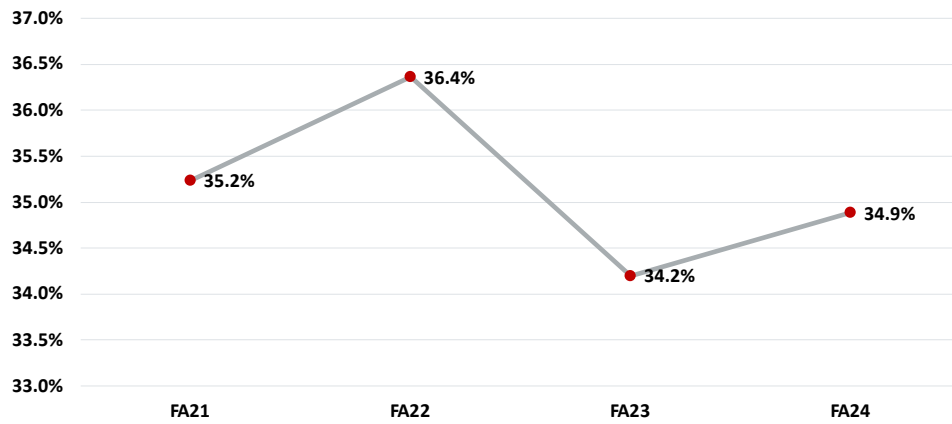
- **Maintain or improve student success upon graduation, including employment and admission to prestigious graduate programs, with at least 96% of graduates securing desired outcomes within six months of graduation**

For the Class of 2023, 96.4% secured full-time employment or enrollment in graduate study within six months of graduation. This 10-year career outcomes target was also exceeded in Year 1.

- **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%**

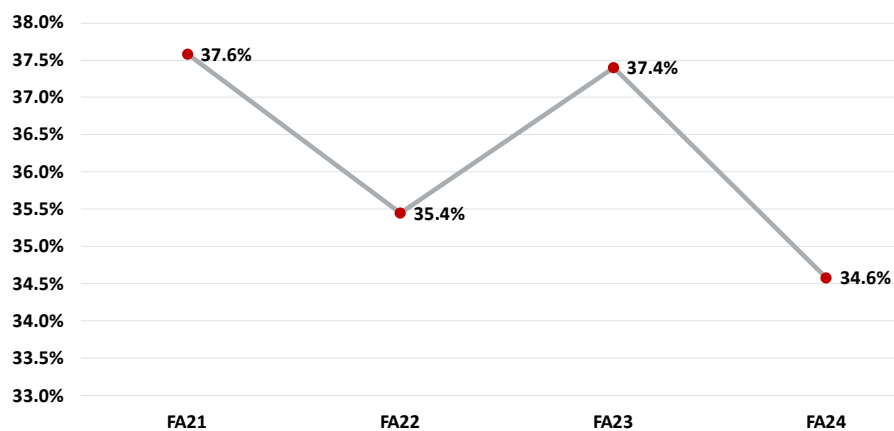
For Fall 2024, the combined percentage of all undergraduate domestic out-of-state students and international first-year students was 34.6%. International enrollments reached a record high for Fall 2024 at 4.6% of the first-year class. The combined domestic out-of-state and international total undergraduate student enrollment was 34.9%.

Goal 1: Undergraduate Enrollment % Out-of-State & International



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Goal 1: % Out-of-State & International in the First -Year Undergraduate Class



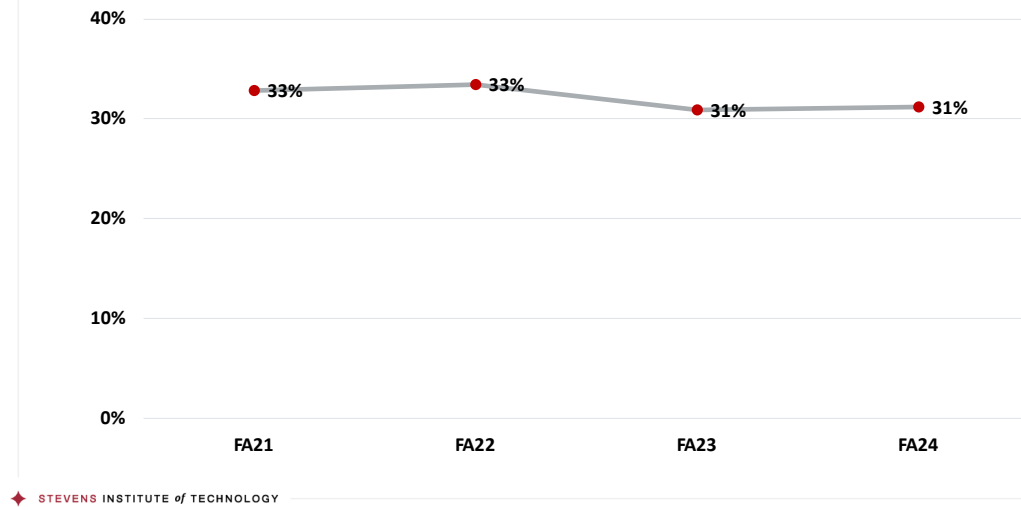
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- **Other Metrics**

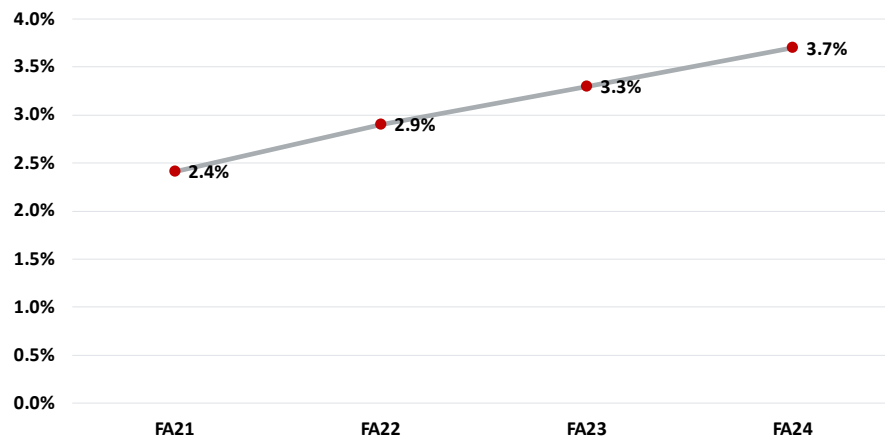
Although first-year student applications decreased by 24.7%, yield increased by four-percentage points, reaching over 20.7%, which was a final target at the end of the 10-year strategic plan period.

The current tuition discount rate for new incoming undergraduate students is 1.5 points higher than last year, due to our goal of increasing enrollments and the FAFSA challenges from this past year.

Goal 1: Undergraduate Enrollment % Domestic Outside of NJ

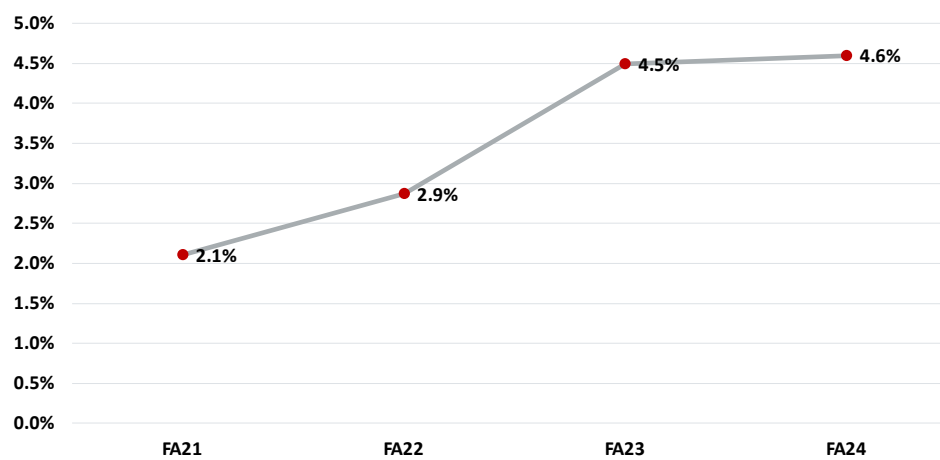


Goal 1: Undergraduate Enrollment % International



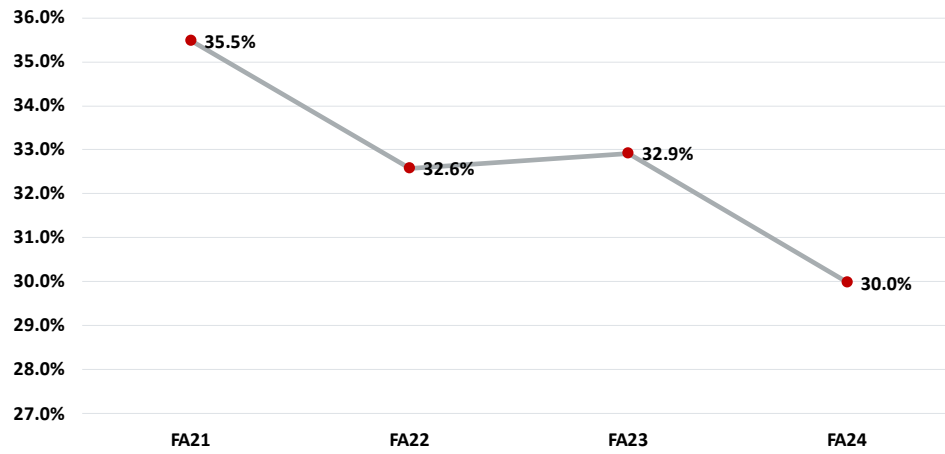
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Goal 1: % International in the First-Year Undergraduate Class



◆ STEVENS INSTITUTE of TECHNOLOGY

Goal 1: % Domestic Outside of NJ in the First-Year Undergraduate Class



GOAL 2: Graduate Education and Experience

In Year 2, Stevens' efforts to strengthen graduate programs and increase doctoral student enrollment included hiring 21 tenure stream faculty, achieving \$63.8 million in research expenditures, establishing two dual degree doctoral programs and offering 18 Presidential Fellowships. In academic year 2023-24, Stevens awarded 72 doctoral degrees and achieved an average GRE-Q score of 165 for newly admitted doctoral students. The total number of doctoral students continued to increase, from 498 in Fall 2023 to 525 in Fall 2024.

Stevens continued to provide competitive technology-driven and lifelong learning opportunities in its master's programs by expanding and improving graduate student support programming based on student feedback. In keeping with Stevens' goal to moderately and strategically grow enrollment, a number of low-enrollment programs were discontinued, and one new graduate certificate program and one new concentration were created. Stevens achieved a six-month job placement rate of 97.4% for master's students who graduated in May 2023, exceeding the 10-year target of 95%.

Stevens continued to improve online learning offerings through partnerships with Noodle and Beacon Education, which delivered online education to working professionals in China. New online student enrollment increased 23% from Fall 2022 to Fall 2023. A chief online learning officer and dean of the newly established College of Professional Education was hired.

Goal 2 - 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:

2.1 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

2.2 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

2.3 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 (SSB)
- 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.)

Owners: Senior Vice President and Provost Jianmin Qu, Senior Vice Provost Constantin Chassapis, Dean Jean Zu, Dean Gregory Prastacos, Dean Anthony Barrese, Dean Kelland Thomas, Vice President Louis Mayer, Vice President Tej Patel, Vice President Sara Klein*

*These goal owners were in effect during Year 2 of Strategic Plan implementation.

Key Initiative 2.1: The number of new doctoral students in Fall 2024 was 525, compared to 498 in the prior fall semester. In support of Stevens' efforts to increase doctoral student enrollment, 21 tenure stream faculty were hired for AY2023-2024. Ph.D. students contributed to the increase to \$63.8 million in research expenditures in AY2023-2024, an increase of \$11.3 million from the prior year (see Goal 3). 72 doctoral students graduated in AY 2023-2024, three of whom were from interdisciplinary programs. Two dual-degree doctoral programs, with Ecole Central de Nantes (ECN) and Nanjing University of Finance and Economics

(NUFE) in China, were established. Stevens offered 18 Presidential Fellowships in AY 2023-2024, 10 of which were accepted. The GRE-Q score for new doctoral students admitted during AY 2023-2024 was 165, compared to 164 the prior year.

Key Initiative 2.2: Stevens continued to provide competitive technology-driven and lifelong learning opportunities in its master's programs by expanding and improving graduate student support programming based on student feedback. The Doctoral Student Mid-Year Check-in and the Industry Job Search workshop series were revamped, and new doctoral student community-building activities and workshops on personal branding, interviewing skills and writing text with AI generators were introduced. Additionally, English Language Communication courses were enhanced with the launch of an AI-powered language learning tool, integration of APA and MLA citation practices to reduce plagiarism and the addition of mock interviews to prepare students to succeed in internship and job searches. In keeping with Stevens' goal to moderately and strategically grow enrollment, a number of programs were discontinued, including one master's degree program, five graduate certificate programs and three concentrations. Stevens created one new graduate certificate program (electronic warfare) and one new concentration (aerospace engineering). A graduate student-dedicated space was created as part of the Altorfer Building renovation. New online student enrollment increased 23% from Fall 2022 to Fall 2023.

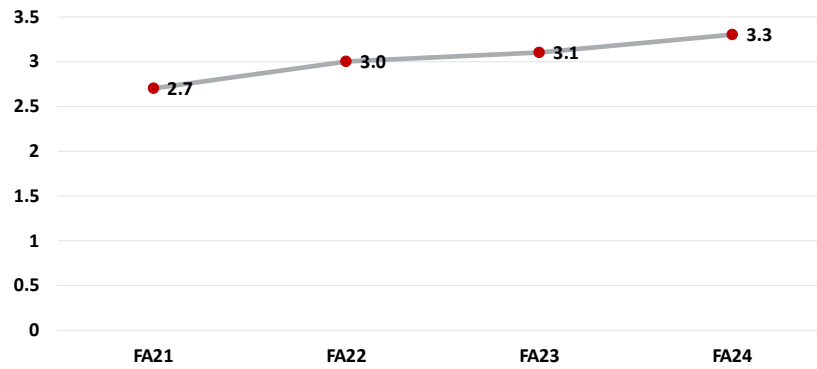
Key Initiative 2.3: In Year 2, Stevens continued to improve online learning offerings through its partnership with Noodle, including developing on-campus immersion experiences for the MBA program, adding areas of focus for the computer science program and offering a pre-admissions assessment for nontraditional applicants to the data science program. Additionally, Stevens partnered with Beacon Education to deliver two online degree programs (computer science and data science) to working professionals living in China. The first cohorts began in Summer 2024, with 30 computer science and 10 data science students. Lastly, in Year 2, Stevens hired a chief online learning officer and dean of the newly established College of Professional Education.

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 (SSB)**

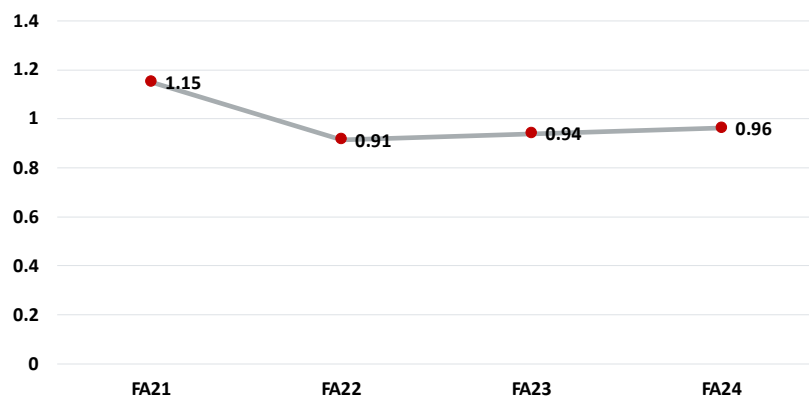
Despite a decrease in the number of doctoral applications, the total number of doctoral students continued to increase, from 498 in Fall 2023 to 525 in Fall 2024. The admission rate for new Ph.D. students increased slightly, from 11% in Fall 2023 to 14% in Fall 2024. The Ph.D. student to tenure-stream faculty ratio increased in SES from 3.1 to 3.3 and from 0.94 to 0.96 in the SSB.

Goal 2: FT Doctoral Students to FT T/TT Faculty Ratio - Engineering



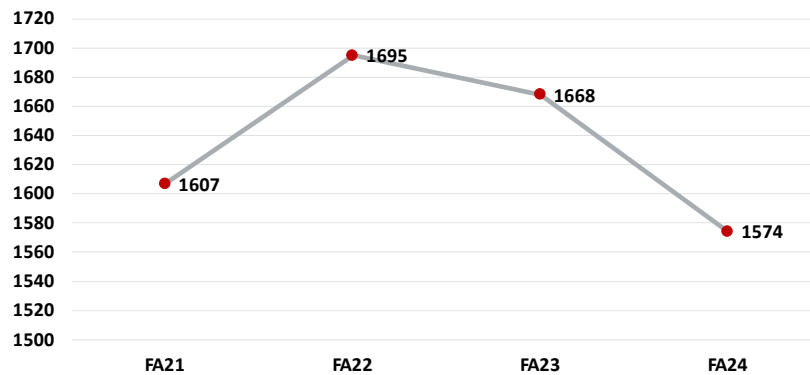
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Goal 2: FT Doctoral Students to FT T/TT Faculty Ratio- Business



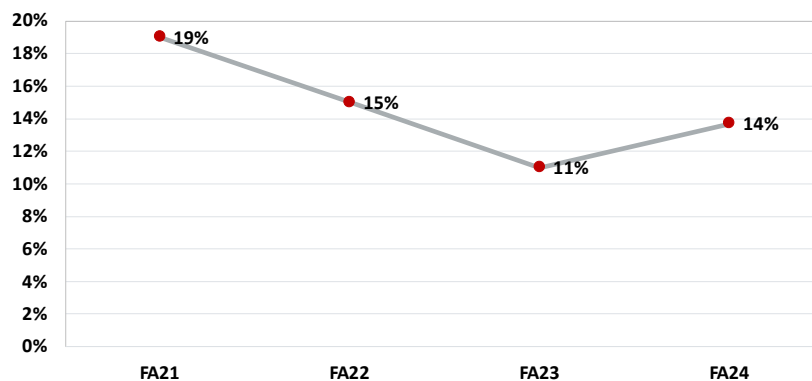
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Goal 2: Doctoral Fall Applications



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Goal 2: Graduate Selectivity-Ph.D.

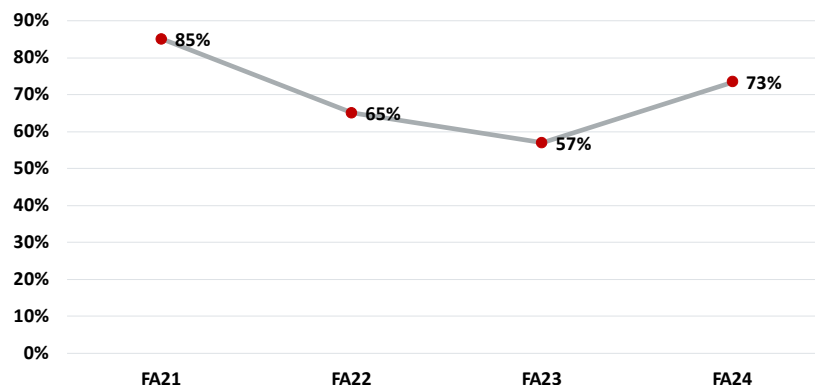


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- Continue to make Stevens a destination research university by increasing applications and improving selectivity (decreasing the admission rate) for on-campus masters' students from 69% to 45%

Significant reductions in international applications required Stevens to accept greater numbers of applications (decrease selectivity) to meet enrollment goals. The admissions rate for new full-time master's students increased from 57% in Fall 2023 to 73% in Fall 2024. The overall (master's and Ph.D.) admission rate increased from 52% in Fall 2023 to 64% in Fall 2024.

Goal 2: Graduate Selectivity-Full-Time Masters



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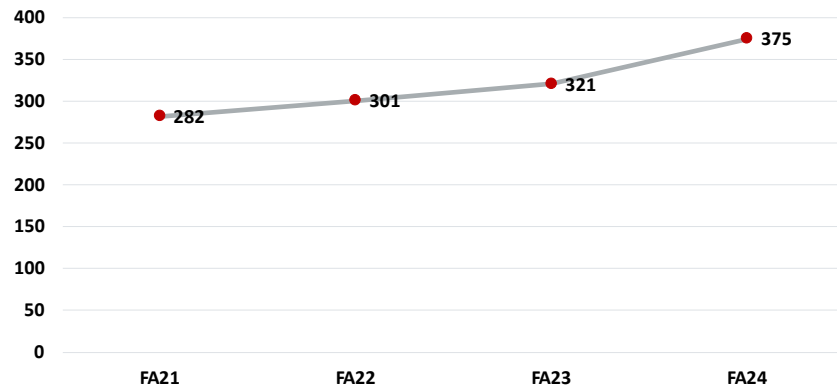
- **Increase the job placement rate to 95% within six months of graduation**

Stevens' six-month placement rate continued to improve, from 96.5% for master's students who graduated in Spring 2022 to 97.4% for those who graduated in Spring 2023. The placement rate for students who graduated in May 2024 will be reported in next year's annual report.

- **Reach more students of diverse backgrounds and circumstances by increasing the online program full-time equivalent enrollment from 300 to 1,600**

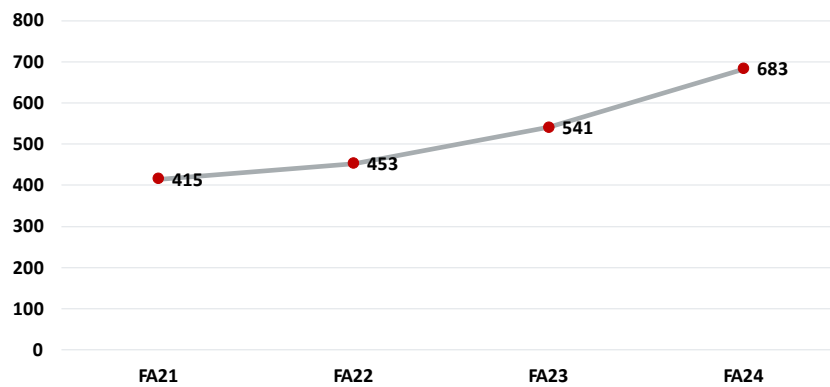
Graduate online enrollment continued to increase, from 321 FTE in Fall 2023 to 375 in Fall 2024. There were 1,018 students enrolled in fully online programs in Fall 2024.

Goal 2: Graduate Fall Online Enrollment-FTE



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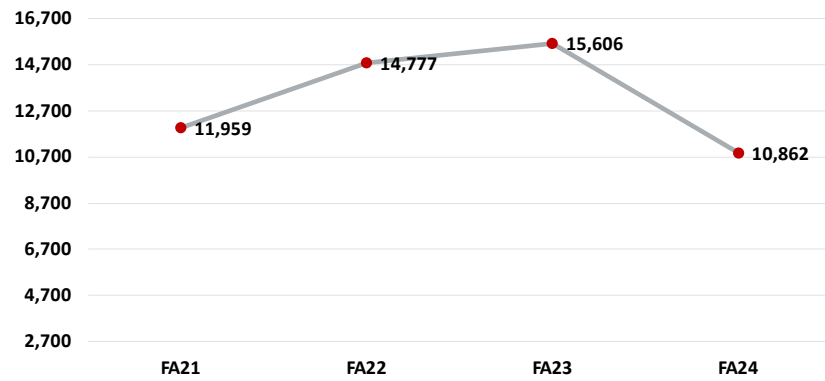
Goal 2: Graduate Online Applications



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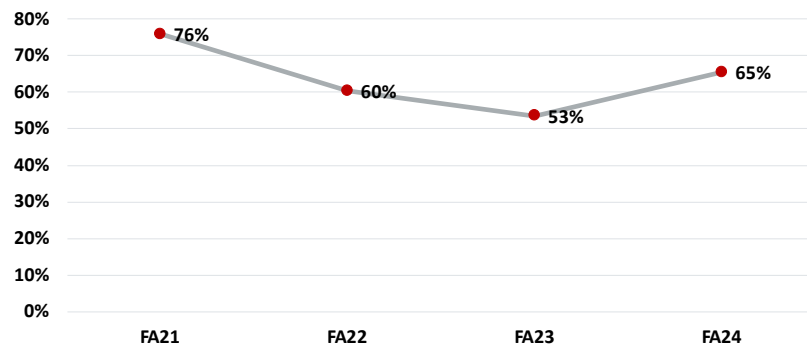
- Other Metrics: Overall Graduate Enrollment

Goal 2: Graduate Total Fall Applications



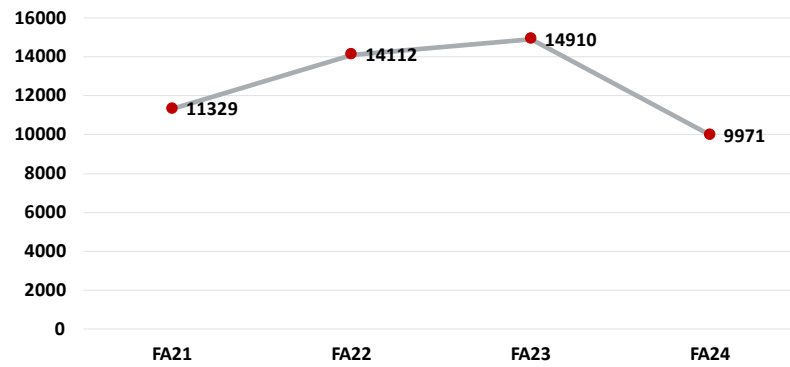
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Goal 2: Graduate Selectivity-Overall



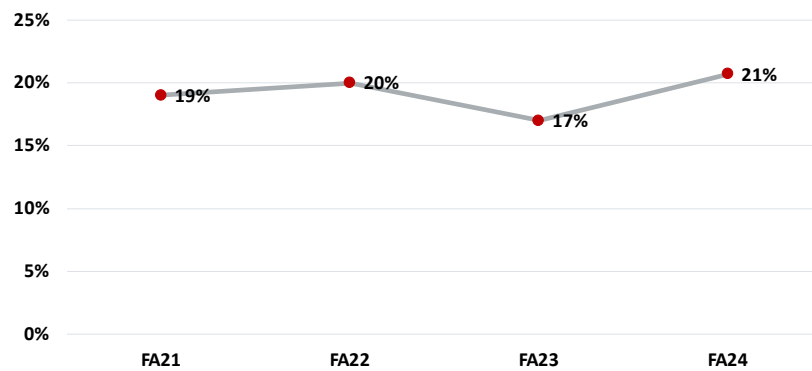
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Goal 2: Graduate On-Campus Full-Time Applications



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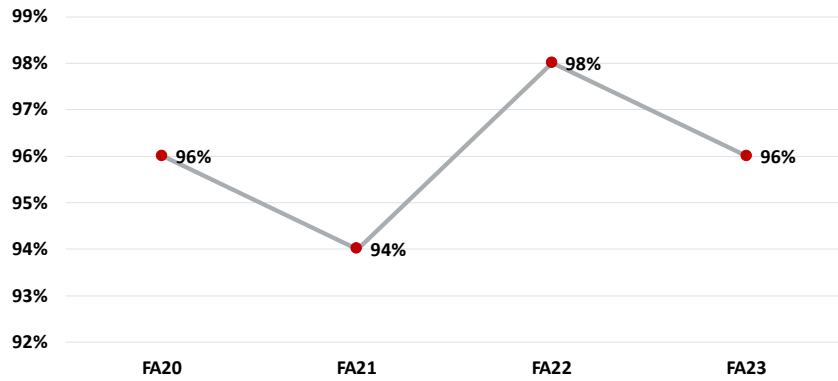
Goal 2: Graduate Fall Yield



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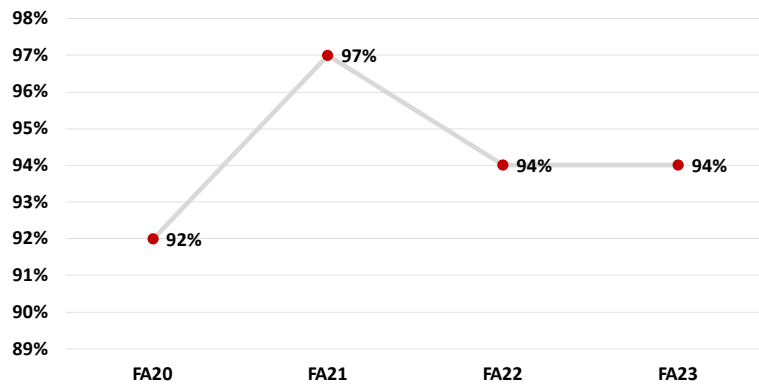
- Other Metrics: Graduate Retention Rates

Goal 2: All Doctoral First-Term Retention (Fall-Spring)



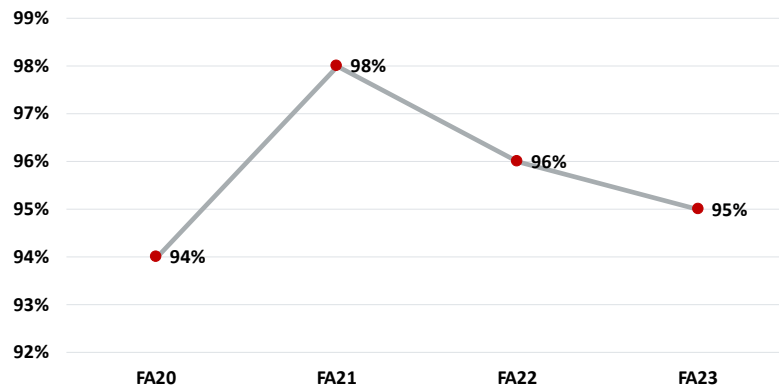
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Goal 2: All Masters' First-Term Retention (Fall-Spring)



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Goal 2: Full-Time Masters' First-Term Retention (Fall-Spring)



GOAL 3: Research and Innovation

Research expenditures increased in Year 2 to \$63.8 million and, as of the end of FY24, were on a faster-than-doubling path for the decade.

Contributing significantly to the increased research expenditures in FY24, SES and SSE hired 17 new faculty (11 tenure-stream faculty members and six non-tenure stream faculty members). A concerted effort was made in FY24 to champion university-wide junior faculty research success in federal Young Investigator Award (YIA) competitions, and this has led to growing enthusiasm and increased engagement of Stevens' junior faculty in YIA competitions. FY24 resulted in five National Science Foundation Faculty Early Career Development Program (CAREER) awards and one Air Force Office of Scientific Research Young Investigator Program (AFOSR YIP) award.

The new Stevens Center for Sustainability was established through a grant from the PSEG Foundation. Research administration for centers was strengthened by creating two new positions in the Office of Sponsored Programs charged with pre- and post-award stewardship of center-related proposals and awards. Discussions were convened among university leadership for how to stage laboratory infrastructure improvements which will include consideration of the level of research intensity in individual lab spaces. Goals include developing state-of-the-art facilities that are both attractive and compelling to new faculty, while also increasing efficiencies.

Research and innovation activities were reorganized into four offices and new leadership was appointed: Sponsored Programs, Technology Commercialization and New Ventures, Research Integrity and Compliance and Electronic Research Administration. New training activities and the digitization of processes, policies and procedures were undertaken and developed in these offices in Year 2.

Goal 3 - 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:

3.1 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

3.2 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

3.3 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.)

Owners: Senior Vice President and Provost Jianmin Qu, Dean Jean Zu, Dean Gregory Prastacos, Dean Anthony Barrese, Dean Kelland Thomas, Vice Provost Edmund Synakowski, Vice President Louis Mayer, Vice President Robert Maffia, Vice President Beth McGrath*

*These goal owners were in effect during Year 2 of Strategic Plan implementation.

Key Initiative 3.1: SES and SSE conducted 20 faculty searches in Year 2, resulting in 17 new faculty hires (11 tenure-stream faculty members and six non-tenure stream faculty members). SES made a concerted effort in FY24 to champion university-wide junior faculty research success in federal Young Investigator Award (YIA) competitions. Activities included annual workshops on YIA competitions; meetings with junior faculty and their department chairs to promote awareness and increase expectations for YIA competitions; brainstorming with individual faculty on effective strategies and practices to assist them with connecting to the right people for further support; internal and external reviews of NSF CAREER proposals; collaborating with the Stevens CAREER Club at CAREER mentoring events; supporting junior faculty in sharing their success stories at workshops and topical forums to help strengthen their research profile and increasing support for YIA awardees through the establishment of the Provost YIA Fellowship. As a result, there has been a growing enthusiasm and increased engagement of Stevens' junior faculty in YIA competitions. FY24 resulted in five CAREER awards and one AFOSR YIP award for Stevens.

Key Initiative 3.2: The new Stevens Center for Sustainability was established through a grant from the PSEG Foundation. A focus includes service to communities in the face of the national PFAS (a.k.a. "forever chemicals") challenge. Research administration for centers was strengthened by creating two new positions in the Office of Sponsored Programs charged with pre- and post-award stewardship of center-related proposals and awards. Data are now being gathered upon submission of proposals wherein faculty declare when a center has enabled the development of a proposal. These data will be used to develop a resource-sharing model to support center development. Stevens' vice president for facilities and campus operations convened discussions with the vice provost for research and innovation and SES assistant dean of operations and administration on how to stage laboratory infrastructure improvement. This staging will include consideration of the level of research intensity in individual lab spaces. Goals include developing state-of-the-art facilities to attract new faculty and increasing operational efficiencies to optimize use of research space in planned campus buildings. In concert with the assistant dean of operations and administration in SES and the chief risk officer, a new Facilities Safety Committee was assembled and convened. The vice provost for research and innovation and vice president for information technology met regularly to discuss high performance computing developments and how to best support faculty.

Key Initiative 3.3: Actions in Year 2 included reorganizing Research and Innovation into four offices: Sponsored Programs (OSP), Technology Commercialization and New Ventures, Research Integrity and Compliance and Electronic Research Administration. New directors were appointed for each of these offices, with all but the Research Integrity and Compliance position being recruited from outside through national searches. Also, a new organizational function was added to assist in the administration of complex, center-related grants. New leadership was recruited for the OSP's pre-award services, and several senior and junior contracts and grants specialists were recruited as well. Two individuals were hired via contract from Attain Partners to provide interim leadership in OSP and pre-award. Resources were found to increase the salaries of OSP administrators to be more competitive. Some of the resources were made available by the administration; most came from invigorating what had been inherited as dormant searches, repurposing some existing

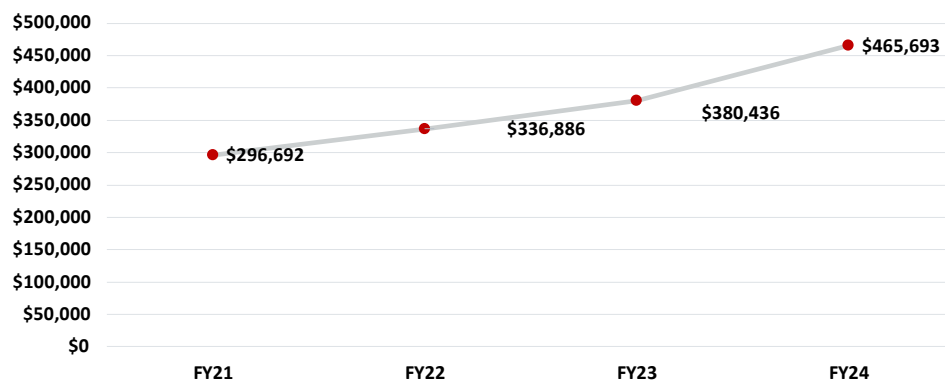
positions and not refilling others. The new OSP director developed a plan for a first-ever set of training activities for OSP staff. The new Director of Electronic Research Administration is leading the digitization of end-to-end administrative processes and has already had a great influence in working with Finance to implement Workday Financials, which will eventually integrate with the InfoEd electronic research administration suite.

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**

Actual growth in this metric has outpaced the target. The 2032 target corresponds to an annual increase of 5.4% in real dollars over a decade. The target each year equals the past year's target multiplied by the annual inflation multiplier multiplied by 5.4% growth per year. The annual inflation rate is based on U.S. Bureau of Labor Statistics for the month of December.

Goal 3: Research Expenditures per T/TT Faculty in SES

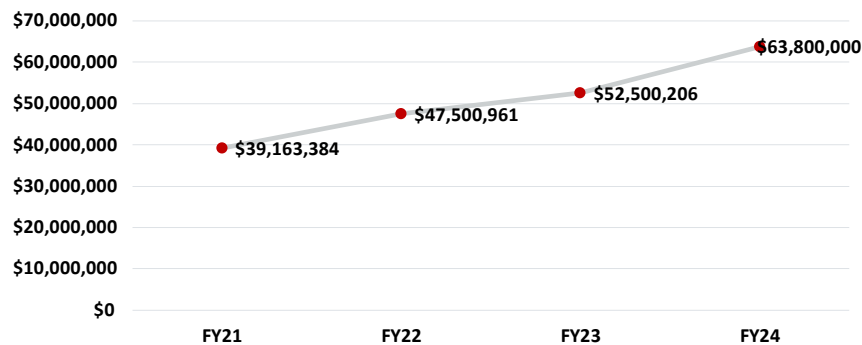


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- **Double our total university research expenditure from \$40 million to \$80 million (adjusted for inflation) per year**

As of the end of FY24, expenditures were on a faster-than-doubling path for the decade. Doubling target = (past year's target) x (annual inflation %) x (decadal doubling rate of 7%). Decadal doubling implies 7% growth per year in real dollars. Annual inflation rate is based on the U.S. Bureau of Labor Statistics for the month of December.

Goal 3: Total University Sponsored Research Expenditures

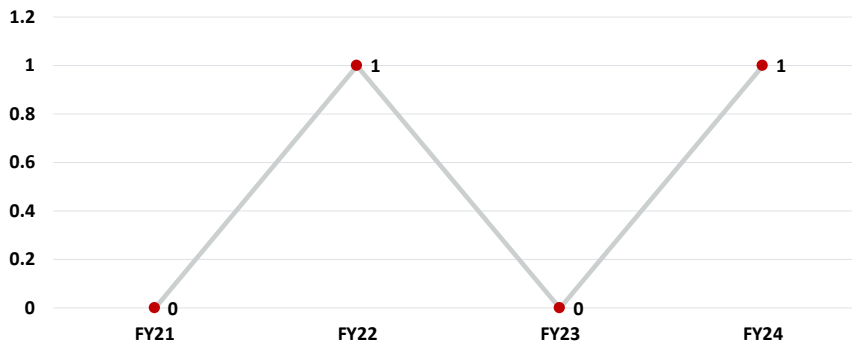


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- **Build five new interdisciplinary centers in areas of high societal impact and growing importance such as life sciences and healthcare (specifically, at the interface between medicine, engineering and informatics), quantum technologies, automation and robotics, human-robot interaction, financial technology, sustainable energy and environment and other emerging opportunities (a joint metric with Goal 5: Partnerships)**

One interdisciplinary center was formed in FY 2024: The Center for Sustainability, supported by the PSEG Foundation. Stevens need to sharpen the criteria for reporting on the creation of new centers, as part of the effort to improve their support and governance.

Goal 3: Number of New Interdisciplinary Research Centers

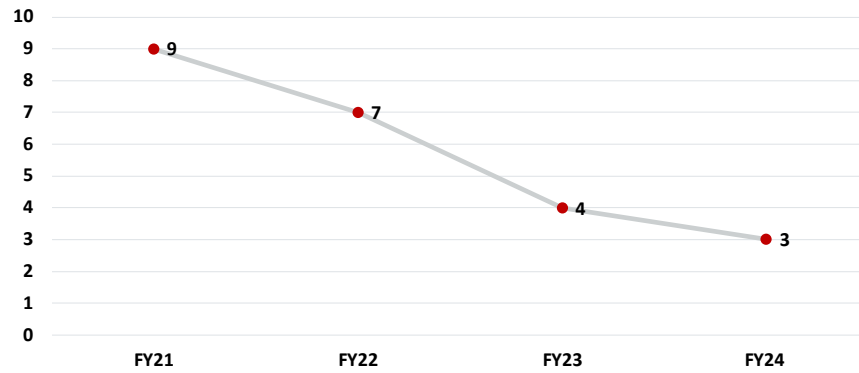


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- **Expand societal impact and generate substantial revenue by capitalizing on the entrepreneurial environment at Stevens that supports faculty conducting translational research by increasing technology licenses/options per year from seven to 25, which is expected to boost the number of startups launched at Stevens**

Three option agreements were executed in FY24.

Goal 3: Number of Technology Licenses/Options



GOAL 4: Alumni Engagement and Development

In Year 2, alumni professional networking opportunities were strengthened and expanded. Stevens hosted “State of Stevens” events and industry networking events for the Industry Torchbearer networks, among other events. The number of alumni users in *StevensConnects* increased, and two pilot cohorts of the mentorship program for that network were launched. Alumni event registrations grew in Stevens’ regional markets, with registrations for regional holiday parties increasing by 67% over the prior year.

There were 1,161 student members of *StevensConnects*, exceeding the goal by 34%. Based on the actions completed on the platform, 82% of student users were categorized as “active users.”. Stevens hosted a number of programs for students and young alumni resulting in a 6% increase in registrations over the prior year. Stevens also hosted new student sendoffs around the country that attracted over 300 incoming students, parents and alumni. Through its efforts to elevate volunteerism, Stevens created an Industry Torchbearer Toolkit to support group leaders, partnered with regional clubs to establish goals and responsibilities and hosted trainings for volunteer leaders.

Stevens raised \$19.9 million in new gifts and pledges during FY24. This was accomplished by focusing on the highest-level gifts, deepening corporate and foundation partnerships, advancing an engagement-first annual giving program, assisting with the implementation of ACES 2.0 and collaborating with university leadership on prospective donor cultivation. Stevens also continued preparations for launching a capital campaign by conducting a feasibility study, developing initial plans and engaging an external consultant to assess the plan and capacity. To recognize donors and the impact of their philanthropy, Stevens designed a new style of annual stewardship reports delivered on a digital platform. A President’s Dinner was held for donor societies and a streamlined gift acknowledgement process was implemented. Programming for undergraduate students to prepare them for their role as alumni was undertaken. Stevens raised \$11.7 million for the endowment in FY24.

Goal 4 - 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:

4.1 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

4.2 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

4.3 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

Owners: Vice President Laura Rose, Vice President Beth McGrath, Vice President Sara Klein, Dean Jean Zu, Dean Gregory Prastacos, Dean Anthony Barrese, Dean Kelland Thomas, Executive Director Cherena Walker*

*These goal owners were in effect during Year 2 of Strategic Plan implementation.

Key Initiative 4.1: In Year 2, alumni professional networking opportunities were strengthened. Stevens hosted six industry networking events for the Industry Torchbearer networks in IT, construction/civil engineering, healthcare and fintech. The number of alumni users in *StevensConnects* grew to 2,381, exceeding the goal by 30%, and two pilot cohorts of the mentorship program in *StevensConnects* were launched. In all, 60 groups (industry, affinity, regional, class) used *StevensConnects* to connect and share resources. Alumni networks were also expanded this past year. Stevens hosted four “State of Stevens” events and inaugurated a new program, Dinners for 12, for emerging regional leaders for which five dinners were held. Stevens also hosted its first Old Guard regional event in Northern NJ. Overall, alumni event registrations grew across the board in Stevens’ regional markets, with registrations for regional holiday parties increasing by 67% over the prior year.

Key Initiative 4.2: Stevens achieved 1,161 student users in *StevensConnects*, exceeding the goal by 34%. Based on the actions they completed on the platform, 82% of student users were categorized as “active users.” Stevens hosted two “Adulting 101” programs for students and young alumni with 111 registrants, a 6% increase over the prior year. Additionally, Stevens hosted 12 new student sendoffs around the country, and one virtually, that attracted over 300 incoming students, parents and alumni. Through its efforts to elevate volunteerism, Stevens created an Industry Torchbearer Toolkit to support group leaders with a program charter, leadership brief, newsletter template and discussion post calendar to help generate group discussion and unified messaging. Stevens also partnered with regional clubs to establish goals and delegate roles and responsibilities, guided by the Alumni Network Handbook, and hosted trainings for volunteer leaders. Thank-you gifts were provided to alumni volunteering for on-campus programs, and alumni spotlight features and social media posts, including during National Volunteer Appreciation week, conveyed our appreciation for and highlighted the impact of volunteerism.

Key Initiative 4.3: Stevens raised \$19.9 million in new gifts and pledges during FY24 against a goal of \$20 million. This was accomplished through a number of efforts: (i) focusing on the highest-level gifts, which resulted in securing six gifts of more than \$1 million during FY24, exceeding the goal of five; (ii) deepening corporate and foundation partnerships to grow philanthropy, which raised \$6 million in new gifts and pledges during FY24, exceeding goal of \$3 million; (iii) advancing an engagement-first annual giving program, prioritizing stewardship and renewability to build a sustainable pipeline of donors, which secured 2,028 donors of \$100+ during FY24, 6.5% short of goal but still demonstrating significantly high retention and support from loyal donors; (iv) assisting with the implementation of ACES 2.0, raising 60 gifts totaling \$4 million during FY24; and, (v) collaborating with the provost and deans on prospective donor cultivation and solicitation that led to two fundraising training workshops to advance our goals. Additionally, Stevens continued preparations for launching a capital campaign that included identifying the top 200 prospects for the campaign and developing a strategy to begin or continue cultivation with each prospect. Stevens expanded the prospect pool by identifying 1,017 major gift prospects and qualifying 82 prospects, identifying 17 volunteer champions to assist with major gift fund raising and outlining the key elements of the campaign. In March 2024 Stevens received an endorsement from the Board of Trustees to conduct a feasibility study and to begin campaign planning, which led to engaging an external consultant to assess the development program, model capacity of the database and

outline possible goal amounts. To recognize donors and the impact of their philanthropy, Stevens designed a new annual stewardship report template delivered on a digital platform. In all, 206 reports were shared electronically with an open rate of 82%. Additionally, personalized stewardship plans were created for the top 40 donors. Short video messages of impact with all major and annual donors were created, reaching a total of 3,788 donors. Furthermore, the percentage of student scholar profiles shared with scholarship donors increased to 95%, with Stevens hosting 19 meetings between scholarship donors and recipients. A President's Dinner highlighting faculty research for members of Lifetime Giving Societies, Stevens Legacy Society and others was implemented as was a new, streamlined gift acknowledgement process and a new welcome process for members of the Edwin A. Stevens Society. Programming for undergraduate students to prepare them for their role as alumni included staffing a note-writing table during "Ducks Give Back Day" on Giving Tuesday to promote philanthropy and staying connected to Stevens. This effort yielded over 300 notes. Other initiatives included posting social media messages; educating and engaging students through a quiz during Philanthropy Week; collaborating with the Student Alumni Council to host a "5 Under 5" alumni panel, a discussion and networking event with five alumni who graduated within the past five years; and creating a slide presentation to introduce prospective and new students and families to the culture of philanthropy at Stevens and how it supports them.

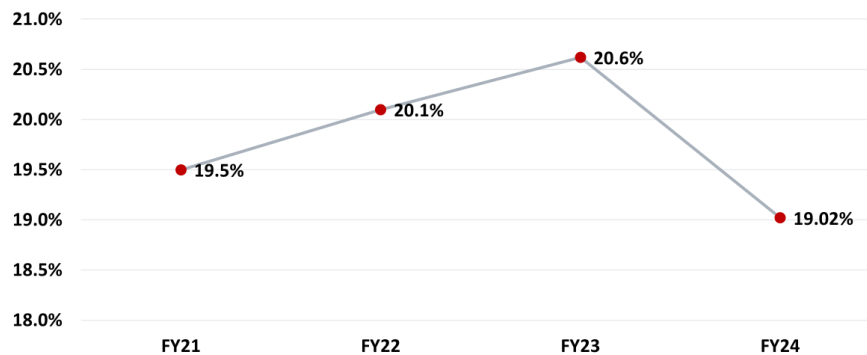
Finally, Stevens raised \$11.7 million for the endowment during Year 2 (FY24). A total of \$22.3 million was raised cumulatively since the start of the start of this 10-year strategic plan.

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**

The alumni engagement rate was 19% during Year 2.

Goal 4: Alumni Engagement Rate



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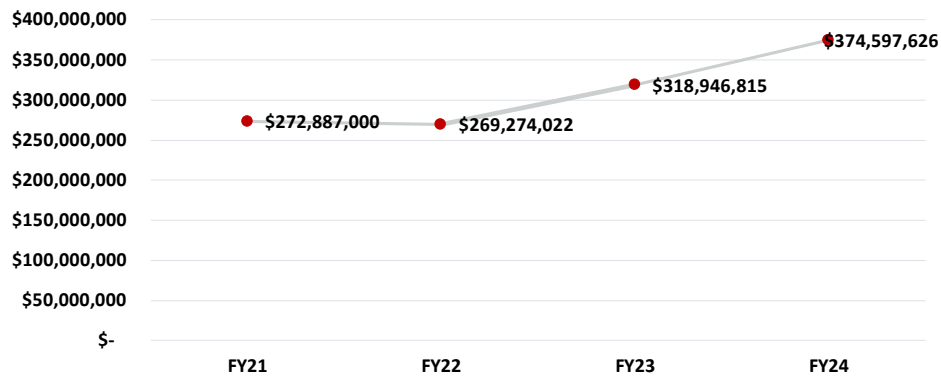
- **Develop and implement best practices to track progress in alumni networking, career services and recognition**

The number of *StevensConnects* users was 2,381 alumni and 1,161 students during Year 2.

- **Execute a multi-year 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***

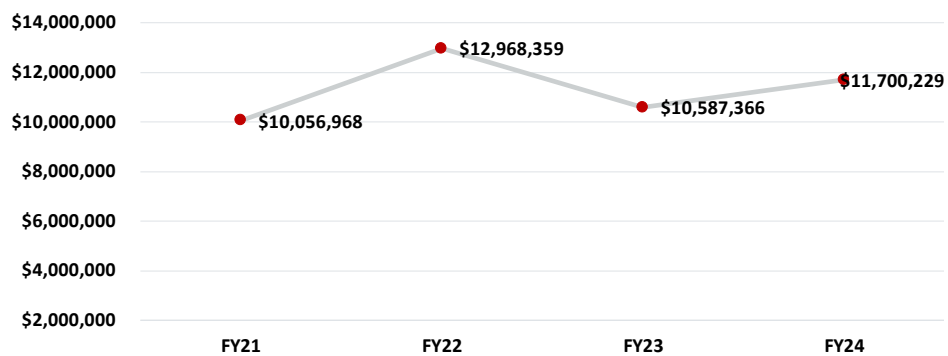
\$11.7 million was raised during Year 2; a total of \$22.3 million raised cumulatively for the endowment since the start of this strategic plan.

Goal 4: Total Endowment Value



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Goal 4: Endowment Giving: New Gifts, Pledges, and Bequest Expectancies

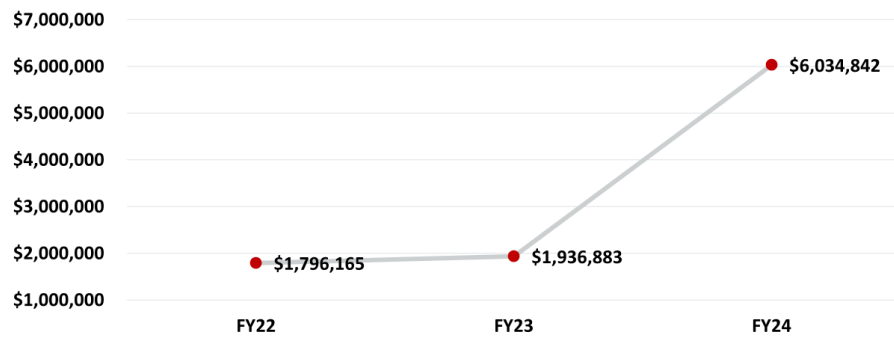


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- **Raise \$50 million in corporate and foundation gifts over the next 10 years, an increase of \$8 million over the past 10 years**

\$6 million was raised during Year 2 with a cumulative total of \$7.9 million raised in corporate and foundation gifts since the start of the strategic plan.

Goal 4: Total Gifts from Corporations and Foundations



GOAL 5: Partnerships

In FY24, many partnerships were created or renewed, including with universities, K-12 schools, government and industry and national professional societies. In particular, from FY23 to FY24, there were increases in a number of partnership categories including: domestic and international universities up from 25 to 33; K-12 schools up from 16 to 37; co-sponsored, co-branded or jointly funded education and research partnerships up from 4 to 25. Both the number of corporate education students and number of corporate-sponsored student projects decreased slightly from 954 to 923 and from 101 to 98, respectively, while the number of corporate-sponsored research projects held steady at 12.

Corporate giving net revenue increased from \$1.02 million to \$2.11 million although the number of corporate gifts declined from 352 to 236. Stevens expanded the CRAFT Center partnerships with corporate and non-profit organizations and launched NJ FAST (Fintech Accelerator at Stevens) with the New Jersey Economic Development Authority, Plug and Play and Prudential Financial. Stevens also provided executive training and hosted several convenings of professional societies and conferences.

The work of the Corporate Relations Committee was expanded and resulted in greater collaboration among Stevens partners and led to the establishment, renewal or expansion of partnerships with a number of leading corporations, including PSEG, Bristol-Myers Squibb, Nokia Bell Labs, Johnson and Johnson, among others. There was also an increase in the number of companies recruiting undergraduate and graduate students.

Goal 5 - 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:

5.1 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

5.2 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.)

Owners: Vice President Beth McGrath, Senior Vice President and Provost Jianmin Qu, Vice Provost Edmund Synakowski, Vice President Laura Rose, Dean Jean Zu, Dean Gregory Prastacos, Dean Anthony Barrese, Dean Kelland Thomas, Executive Director Cherena Walker*

*These goal owners were in effect during Year 2 of Strategic Plan implementation.

Key Initiative 5.1: In FY24, many partnerships were created or renewed, including with domestic and international institutions of higher education in the United States, South Korea, Croatia and the United Arab Emirates. Partnerships encompassed joint research initiatives, international exchange programs, dual-degree programs, online programs, course credit recognition, study abroad programs and more. Stevens expanded the CRAFT Center partnerships with corporate and nonprofit organizations, provided executive training and hosted several convenings of professional societies and conferences such as with IEEE, ASME and the Northeast Biomedical Engineering Conference. Stevens continued forging partnerships with K-12 schools through NSF-

RET programs and a number of STEM outreach programs, including *Think Big for Kids*. Through the Office of Corporate and Government Relations, proactive relationship-building with other institutions and government officials was conducted to identify synergies and enable future collaboration on federal grant opportunities, especially in the areas of coastal resilience and erosion and AI. Stevens arranged for campus visits and speaking engagements from prominent government representatives, policymakers and legislators including Governor Phil Murphy and facilitated speaking events for alumni.

Key Initiative 5.2: The work of the Corporate Relations Committee (CRC) has led to enhanced collaboration between campus partners and advanced engagements with many critical priority industry targets like Bristol Myers Squibb, Pfizer, Prudential, RTX Technology and more. Membership of the CRC grew to include the new Dean of the College of Professional Education. Regular meetings have resulted in strengthened information sharing across business units, shared university-wide corporate engagement goals and new opportunities for relationship growth. The Corporate Transaction Committee continues to meet to address unique legal matters pertaining to specific corporate engagements. Legal templates have been developed to streamline legal review whenever possible.

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**

In FY24, partnerships included the following:

- Dual-degree agreement with NMIMS University, India, for students to receive an M.S. from Stevens in business intelligence and analytics, information systems or financial technology and analytics and an MBA from NMIMS in fintech.
- A coordinated academic agreement with Drew University for a pathway for Drew computer science and cybersecurity B.S. students to be admitted to the Stevens software engineering M.S. program.
- Dual-degree agreement with Sung Kyun Kwan University (SKKU) in South Korea for students to receive an M.S. from Stevens in financial technology and analytics and an M.S. from SKKU in fintech.
- Dual-degree agreement with the Zagreb School of Economics and Management (ZSEM) in Croatia for students to receive an M.S. from Stevens in financial technology and analytics and an M.S. from ZSEM in banking and finance.
- The INCOSE Systems Engineering Professional Society partnered with Stevens to enable students who complete select courses in systems engineering and project management to be recognized as meeting ASEP or CSEP certification requirements without further examination.

- 4+1 program with St. Peter's University for students to receive a B.S. in biology at St. Peter's and an M.S. at Stevens in chemical biology.
 - Academic program agreement for dual doctoral degree with the University of Sharjah.
 - The CRAFT Center increased the number of corporate partnerships adding: BNY Mellon, Kennedy IQ, Fintech Connector and nonprofit organizations United Nations (UNA-SV and OPAD) and the Open Finance Foundation of Columbia University.
 - Agreement with TUV-Sud to offer executive training to their employees on project management. The CEO of the company is a member of the School of Business Advisory Board.
 - L3Harris worked with SSE to co-develop a new "electronic warfare" certificate to be offered by Stevens. L3Harris also for the first time began promoting degree and certificate programs offered by SSB. High potential corporate education conversations got underway with other companies such as: Prudential, Bristol Myers Squibb, Vanguard and Pfizer.
 - Stevens and Hackensack Meridian Health worked to finalize an MOU to encourage greater collaboration between the two institutions.
 - Promising conversations on research collaboration were held with Nokia Bell Labs, ConEd, Northrop Grumman and 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**

In FY24, K-12 partnerships and programs included the following:

- The SES Department of Chemistry and Chemical Biology (CCB) created a high school teachers advisory board to guide strategy for recruiting students into CCB programs.
- The SES Department of Chemical Engineering and Materials Science targeted a handful of local high schools for outreach activities with the aim of drawing more students into their program.
- Stevens hosted the Girl Scouts of New Jersey for their See Her Be Her career exploration event for girls (ages 6 years to high school)
- In collaboration with the Office of Student Development and Enrichment Programs, the Office of Diversity, Equity and Inclusion and the Civil, Environmental and Ocean Engineering Department, Stevens developed and piloted a six-week engineering program for Hillside Innovation Academy, a middle school in Hillside, NJ. The program, titled 'Bridging Brilliance: Strengthening STEM Pathways from Hillside to Hoboken,' received a \$14,000 grant from the Engineering Information Foundation (EiF) to continue this work into AY 2024-2025.
- Stevens Pre-College Programs formalized partnerships with several organizations and schools this year: Anatolia High School in Greece, Minds Matter, Noble Network and Wight Foundation.

Additional information relationships with Lakewood High School increased pre-college participation in Summer 2024.

- Relationships with community-based organizations for undergraduate admissions were forged and Stevens joined the Digital Innovation for Equity and Excellence in College Admissions network.
 - Stevens ACES increased the number of partner school served from 11 to 18.
 - The NSF-funded RET Program on Sustainable Energy and Bioengineering focused on high school science teachers.
 - Outreach activities included the Physics Olympiad, Math Olympiad and Math Circles programs.
- **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**

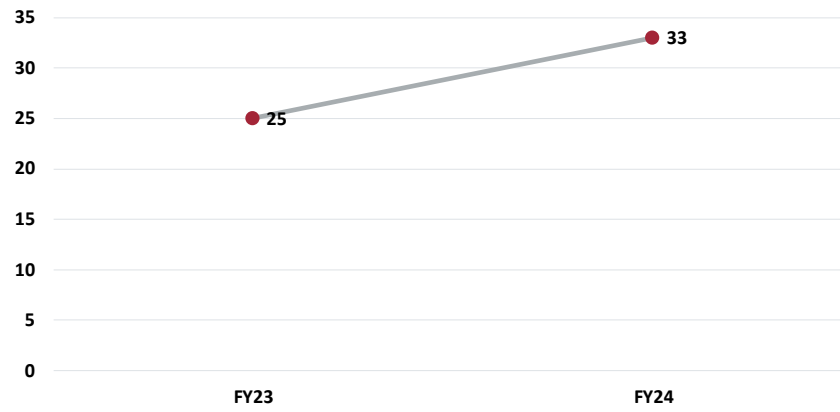
In FY24, programs and initiatives included the following:

- Stevens was selected as lead academic institution in the launch of NJ FAST – a Strategic Innovation Center and fintech accelerator headquartered in Hoboken, sponsored by NJEDA and operated global venture capital firm Plug & Play.
- Stevens partnered with the PSEG Foundation to create the Stevens Center for Sustainability, through a \$1.4 million gift from the PSEG Foundation. The center will focus on research and outreach initiatives across energy and environment, business and human sustainability.
- Stevens co-led an NSF-ERC proposal with several institutions of higher education and industry partners. The proposal was not selected but it established the groundwork for a new application in 2025.
- Stevens was a regular participant in Choose NJ business and economic development activities including May 2024 “International Week,” and visits/meetings with international delegations from Ireland and South America. Stevens planned to join the Canadian trade mission in September 2024.
- Student Affairs co-chaired the inaugural “Mental Health Summit” at Seton Hall University attended by state leaders and over 50 institutions of higher education. The second annual summit was held at Stevens in January 2025.
- Stevens exhibited at the annual Propelify Festival showcasing Launchpad, NJFAST and AI research to the NJ venture capital community.

- With partners Hugo Neu Foundation, Stevens hosted PFAS Summit to discuss the threat of forever chemicals. Speakers included Commissioner of NJ Department of Environmental Protection Shawn LaTourrette.
- Stevens is a non-voting member of the NJ Commission on Science, Innovation and Technology board.
- Stevens was a participant in New Jersey's NSF Engines Phase 1 project focused on photonics. The consortium of collaborators includes various institutions of higher education and industry. A Phase 2 application is being prepared. Up to \$150 million over 10 years could be awarded to the region.
- The number of sponsors for the Sustainability Seminar Series increased to eight companies.
- Stevens held conversations with Princeton University to establish Stevens' role in the recently announced "AI Hub" in NJ.
- To strengthen relationships with corporate partners, new members Tanya Alcorn (Pfizer) and Brian Nigito (Jane Street) joined the President's Leadership Council.
- In an effort to strengthen relationships with various NJ branches of government and agencies, prominent government representatives spoke at events including: Governor Murphy, EDA CEO Tim Sullivan, DEP Commissioner Shawn LaTourrette and NJ Assemblywoman Linda Carter.
- 211 alumni served as event speakers or facilitators during FY24; 22 alumni served as mentors through the new mentoring cohort on *StevensConnects*. Thirteen members of the President's Leadership Council are alumni.
- Stevens was awarded an NSF contract to host the American Physical Society's "Conferences for Undergraduate Women in Physics" meeting in January 2025.

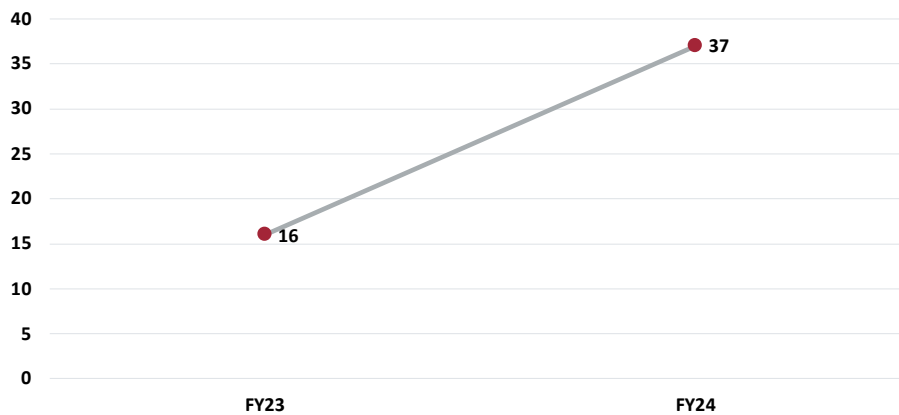
- **Summary of Number of Partnerships**

Goal 5: # Partnerships with Domestic and International Institutions



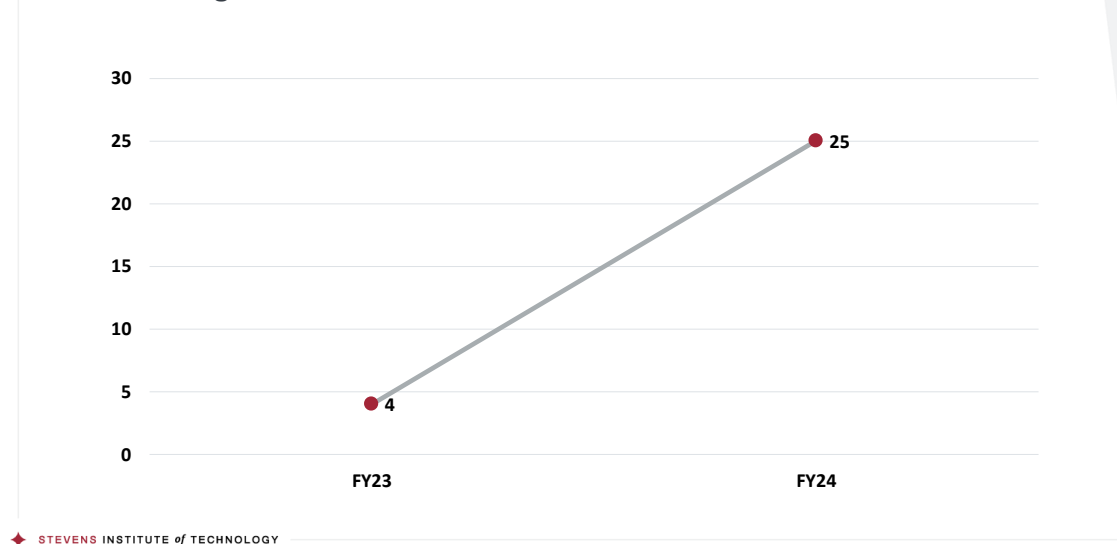
◆ STEVENS INSTITUTE of TECHNOLOGY

Goal 5: # Partnerships with K-12 schools



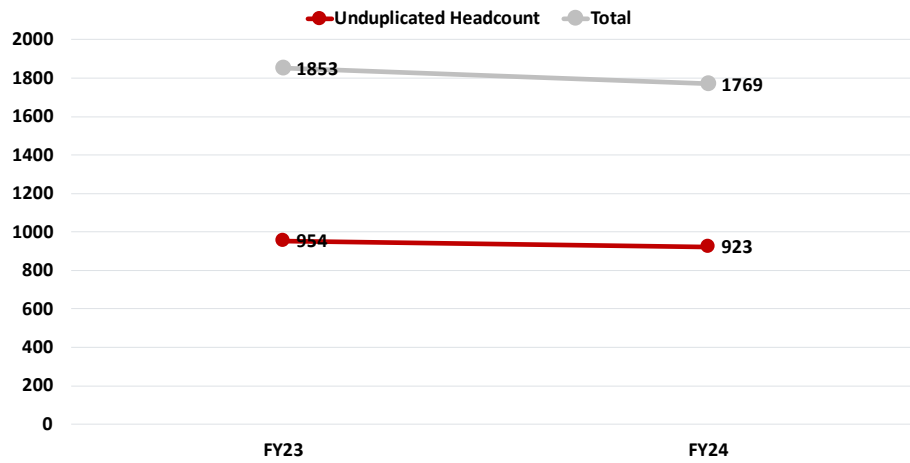
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Goal 5: # of Co-sponsored, Co-branded or Jointly Funded Educational and Research Programs



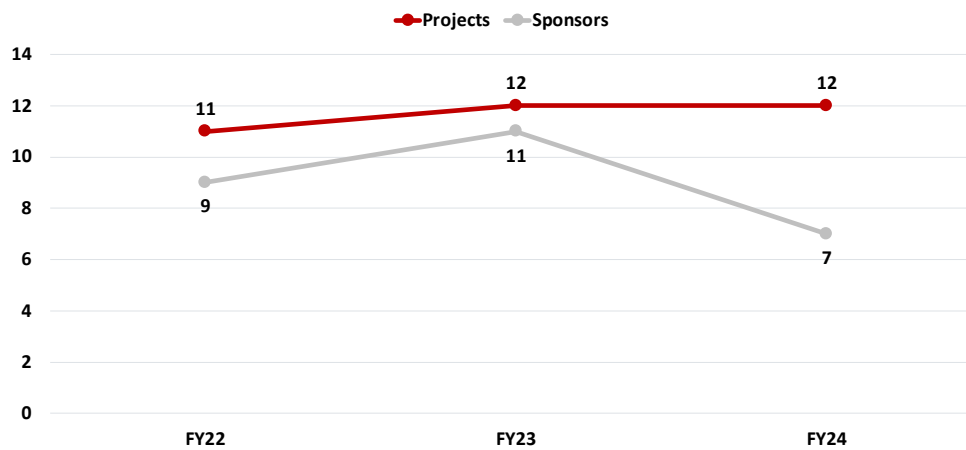
- **Establish five new collaborative, large-scale, multidisciplinary and multi-institutional research and education programs on topics of significant interest to government agencies and industry (a joint metric with Goal 3: Research and Innovation)**
 - See Goal 3: Research and Innovation regarding research centers and strategic planning.
 - Stevens was selected as lead academic institution in the launch of NJ FAST – a Strategic Innovation Center and fintech accelerator headquartered in Hoboken, sponsored by NJEDA and operated global venture capital firm Plug & Play
 - Stevens co-led an NSF-ERC proposal with several institutions of higher education and industry partners that advanced to the final stages. The proposal was not selected but it established the groundwork for a new application in 2025.
- **Other Metrics:** Other metrics demonstrating the status of Stevens' corporate engagement efforts are as follows.

Goal 5: Corporate Education Students



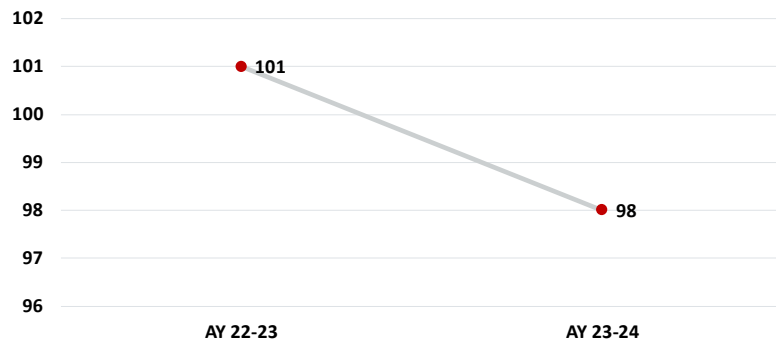
◆ STEVENS INSTITUTE of TECHNOLOGY

Goal 5: Corporate Sponsors and Corporate-Sponsored Research Projects



◆ STEVENS INSTITUTE of TECHNOLOGY

Goal 5: Corporate-Sponsored Student Projects



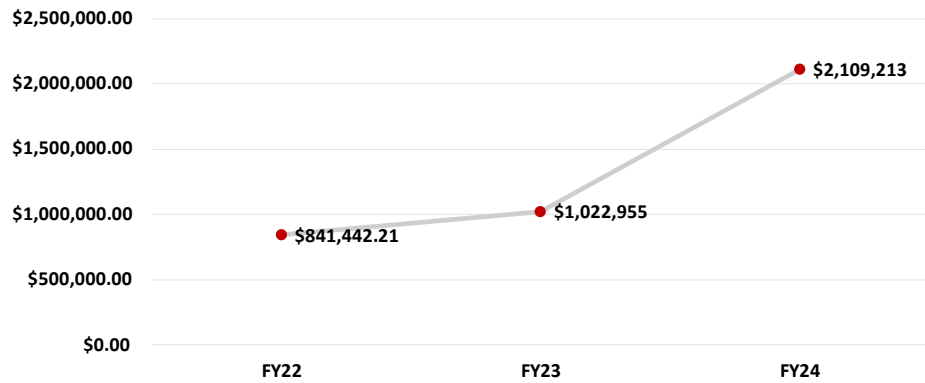
◆ STEVENS INSTITUTE of TECHNOLOGY

Goal 5: Corporate Education Net Revenue



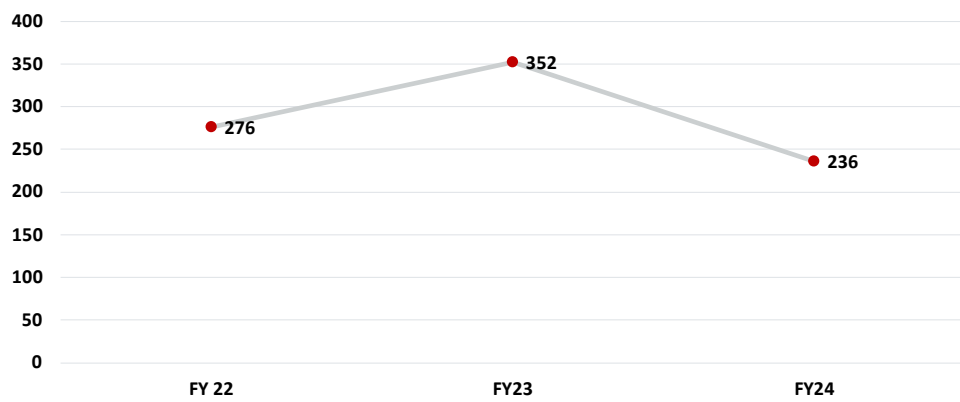
◆ STEVENS INSTITUTE of TECHNOLOGY

Goal 5: Corporate Gift Amount



◆ STEVENS INSTITUTE of TECHNOLOGY

Goal 5: Number of Corporate Gifts



◆ STEVENS INSTITUTE of TECHNOLOGY

GOAL 6: Diversity, Equity and Inclusion

Note: As stated in the introduction, the activities detailed in this report took place in FY24, July 1, 2023 through June 30, 2024. All activities described in this section support Stevens' core values of excellence and belonging.

In FY24, faculty and staff professional development was conducted through collaborations among the Office of Diversity, Equity and Inclusion (DEI), the Division of Human Resources and the Office of the Provost. In light of the U.S. Supreme Court (SCOTUS) ruling in *Students for Fair Admissions, Inc. v. President and Fellows of Harvard College*, regarding race in admissions, information was shared with all schools and relevant divisions to ensure their understanding of the ruling's impact and to ensure compliance.

A number of initiatives were undertaken to broaden the pool of undergraduate and pre-college students, including providing additional scholarship and financial support to low-income STEM students, developing partnerships with domestic and international organizations to increase outreach for pre-college programs, providing increased financial aid counseling and support and more. Similarly, to broaden the geographic representation of international graduate students, Stevens provided additional outreach, programming and services to students in China; promoted Stevens' graduate program to Education USA and other international affiliates; and signed MOUs with a number of international universities. Stevens launched a partnership with EAB to conduct domestic lead generation and recruitment marketing and also partnered with various universities and organizations to attract a wide range of outstanding students of diverse disciplines throughout the United States.

Stevens reviewed the composition of standing, search and working group committees to assess the current levels of inclusion and engagement of faculty, staff and students. Many campus-wide initiatives were undertaken in Year 2 to train faculty, staff and students. All programs were promoted and open to all members of the Stevens community.

Goal 6 - 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:

- 6.1 Implement university-wide recruiting policies and best practices that yield a diverse applicant pool for all faculty/staff/leadership searches
- 6.2 Invest in student enrollment practices that strengthen the diversity of the undergraduate and graduate student body across a broad range of attributes and backgrounds

6.3 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

6.4 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

Owners: Executive Director Susan Metz, Vice President Sheraine Gilliam, Senior Vice President and Provost Jianmin Qu, Vice President Sara Klein, Vice President Cindy Chin, Vice Provost David Zeng

Key Initiative 6.1: Training to ensure an effective and nondiscriminatory search process was conducted for faculty and staff through a collaboration between Human Resources and the Office of DEI. Additionally, professional development for faculty focused on group dynamics and best practices for evaluating faculty candidates was conducted by the Office of the Provost and Office of DEI. Interviews with SES department chairs explored strengths and challenges in the faculty recruitment process; strategies and recommendations were shared with the Office of the Provost Office. In light of the SCOTUS ruling in *Students for Fair Admissions, Inc. v. President and Fellows of Harvard College*, regarding race in admissions, information was shared with all schools and relevant divisions to ensure understanding of the ruling's impact. Stevens continued to develop partnerships with organizations to attract outstanding talent for candidate pools. *A Guide for Implementing Best Practices in Faculty Recruitment and Hiring* was drafted for faculty and staff and includes interview fundamentals; screening, selection and evaluation best practices; and resources to support best practices and compliance with Stevens' nondiscrimination policies.

Key Initiative 6.2: Initiatives undertaken by the Division of Enrollment Management for undergraduate students in Year 2 included the following: offered additional ACES undergraduate scholarships; provided increased financial support for students attending pre-college programs; developed formal partnerships with domestic and international organizations to increase our outreach for pre-college programs; remained agile and supportive for students by increasing one-on-one counseling sessions and other activities to support our

students and their families during a challenging year with FAFSA impacts and launched financial literacy workshops during the fall and spring semesters for current undergraduate and graduate students.

In order to broaden the geographic diversity of international graduate students through enrollment practices, Stevens initiated the following: contracted with Beacon Education to promote two part-time, online, cohort-based programs for working professionals living in China; contracted with Can-Achieve, a leading educational agency in China, to develop a web presence, conduct social media marketing and conduct recruitment to promote Stevens' graduate programs; contracted with Cradle of Success to develop 3+2, 4+1 and dual-degree agreements with institutions in China; hosted Education USA on Stevens' campus to promote Stevens' graduate programs and continued to market Stevens through Education USA Offices; received approval from Education USA Nigeria and Education USA Belarus to promote Stevens' graduate programs to their "Opportunity Fund" students; received approval from scholarship organizations and government agencies serving Latin America, Middle East and Indonesia to promote Stevens' graduate programs; signed MOUs with institutions in India, China, Indonesia and Afghanistan as part of our effort to build strategic institutional agreements in regions of interest to promote Stevens' graduate programs and strengthened ties with Study NJ to assist in the international diversity efforts through that membership.

For domestic graduate students, Stevens launched a partnership with EAB in January 2024 to conduct domestic lead generation and recruitment marketing; partnered with various organizations to ensure opportunities for outstanding students to pursue graduate education in applied science and engineering; signed agreements with and developed recruitment plans for 3+2 and 4+1 programs with St. Peter's University, Seton Hall University, Drew University and Hackensack Meridian School of Medicine to attract students of diverse disciplines and engaged in recruitment efforts to attract a wide range of outstanding students throughout the United States.

Key Initiative 6.3: In Year 2, Stevens reviewed the composition of standing, search and working group committees to assess the current levels of inclusion and engagement of faculty, staff and students.

Key Initiative 6.4: Campus-wide initiatives undertaken in Year 2 to train faculty, staff and students included: training to respond to the SCOTUS ruling on race in admissions; producing widely attended campus programs to increase awareness and build community such as MLK Day of Service, Pride Week events, Women TechMakers Conference, Leadership Conference and Heritage Month programs; offering voluntary SafeZone training; sharing information with faculty and staff to increase awareness of activities that create a climate of inclusive learning and work; and offering voluntary professional development courses for the Stevens community via Academic Impressions membership. All programs were promoted and open to all members of the Stevens community.

Faculty-focused initiatives included: Teaching and Learning Fellows Program, workshop on creating an inclusive learning environment for students, coaching for SES department chairs on topics related to faculty success, faculty search training and toolkits, a workshop on inclusive leadership for academic leaders, NSF S-STEM grant award, *Fostering Adaptive Expertise to Increase Retention of Low-Income STEM Students*, wherein approximately 12 faculty were trained to effectively mentor first-generation/low income students, and LAUNCH team pilot faculty mentoring program.

Student-focused initiatives included a pre-orientation program for first generation/limited income students and their families, a pre-orientation program called “Less Quack While You Unpack” for students with disabilities, an Interfaith Summit, multiple programs and events supporting students from different faith traditions and countries of origin related to the war in the Middle East, expansion of the Inclusion Reps Program for student leaders and fraternity and sorority leaders, an Inclusive Leadership Certificate offering and workshops on Cultural Appropriation vs. Appreciation, Accessible Allyship and Cross-Cultural Communication and Conflict Skills.

Metrics and 10-Year Targets

- **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**

Note that the NSSE will be administered again in 2025, and the DEI Climate Survey will be administered in 2026.

Goal 6: Survey Response Rate

- **National Survey of Student Engagement (NSSE): 3-year cycle**

2019: 18%
2022: 43%

- **Student Satisfaction Survey: 4-year cycle**

2023: 6.8%

- **Campus Climate Survey: 3-year cycle**

2022: 12% full-time undergraduates and 31% full-time graduates

Goal 6: Stevens DEI Climate Study Overview

- Survey questions adapted from standardized surveys; focus groups drawn from random sample
- Peak Research, LLC. administered survey and conducted focus groups in April and May 2022
- All findings reported are statistically significant ($p < .01$ or $p < .05$) with medium or large effect sizes

Response Rates & Demographics

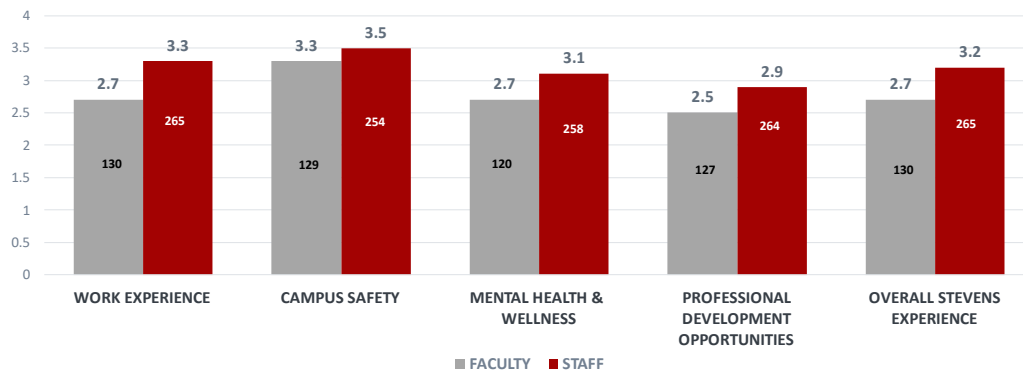
Faculty 159 (49%)

Non-tenure stream (56%); Tenured (48%); Tenure-Stream (46%); Lecturer (53%);
Women (36%); White (71%); Asian (23%); Black (2%); Multiracial (4%); Hispanic (4%);
Heterosexual (96%); one or more disability (27%); under 45 (43%)

Staff 328 (43%)

Women (67%); White (73%); Asian (11%); Black (6%); Multiracial (11%); Hispanic (20%);
Heterosexual (91%); one or more disability (28%); under 45 (58%)

Goal 6: Climate: Overall Experience Faculty and Staff



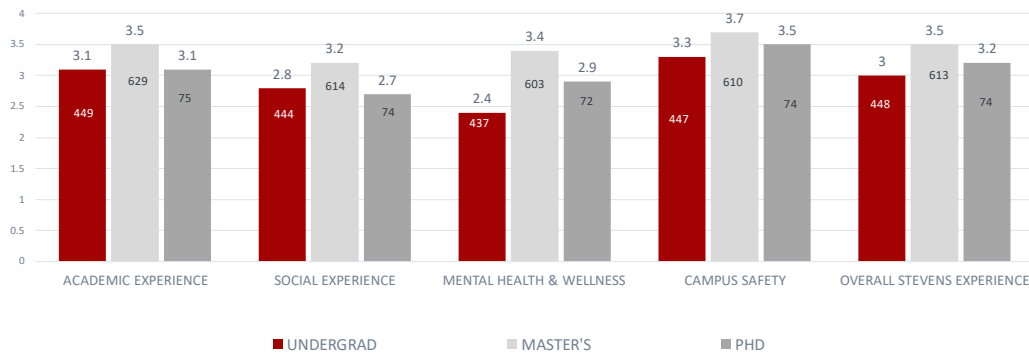
How would you describe the following experiences at Stevens?

Poor (1), Fair (2), Good (3), Excellent (4)

The number of respondents for each item is embedded in the bar charts.

Employees

Goal 6: Climate: Overall Experience



How would you describe the following experiences at Stevens?

Poor (1), Fair (2), Good (3), Excellent (4)

The number of respondents for each item is embedded in the bar charts.

Students

GOAL 7: University Culture

A working group was convened to formally establish the Stevens Staff Advisory Council (SSAC) and develop a draft charter. The Office of Faculty Ombuds continues to provide a voluntary and informal alternative for faculty members to address concerns. The Faculty Ombuds Office Charter was drafted, and a webpage for the Office of Faculty Ombuds was developed in Year 2.

Stevens continued a wide variety of collaborations with the City of Hoboken and local communities that span student employment, voter registration activities, community service and STEM outreach. Stevens continued to participate in and host many community events for cultural, educational, athletic, governmental and business interests. The Stevens community came together to provide volunteer services for the City of Hoboken and other nearby communities, supplemental K-12 learning opportunities, celebratory events for members of the Hoboken community, access to Stevens facilities and invitations to attend Stevens lectures, performances and more.

Stevens continued to issue once-a-month email updates from the president to faculty, staff, students, alumni and friends and continued to organize and support many events sponsored by the Office of the President that promote engagement and inclusiveness with all members of the Stevens community. In addition to the President's Distinguished Lecture which, this year, featured Dr. Giovanni Caforio, Stevens held a special presentation by President Farvardin and Stevens faculty, in collaboration with the IEEE History Center, to celebrate the achievements of Claude Shannon, "father of the information age."

Stevens received its second designation as a Great Place to Work in Year 2. The overall positive results rate in the survey increased by six percentage points (an 8% improvement) compared to the prior year survey.

Goal 7 - 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:

7.1 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

7.2 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

7.3 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)

Owners: Vice President Sheraine Gilliam, Faculty Senate Chair Darinka Dentcheva, Vice President Beth McGrath, Senior Vice President and Provost Jianmin Qu*

*These goal owners were in effect during Year 2 of Strategic Plan implementation.

Key Initiative 7.1: The Stevens Staff Advisory Council (SSAC) was announced at the 2024 Employee Recognition Ceremony, and the vice president and assistant vice president of HR supported the working group in formally establishing the SSAC and developing a draft charter. HR and the working group sent out staff “interest surveys” and held multiple all-staff forums about the SSAC in the spring of 2024. The working group finished its charge in Year 2, and a new group, working with HR, will assume the foundational formation and make-up (election/selection of the first cohort) of the SSAC.

The Office of Faculty Ombuds was officially established in the spring of 2023, and Professor Emeritus Keith Sheppard was named the inaugural ombudsperson. The Office of Faculty Ombuds provides a voluntary and informal alternative for faculty members to discuss their concerns in a safe and confidential environment and assists them in a neutral manner with resolving issues they may be facing at the university. The Office of Faculty Ombuds charter was drafted, and a webpage for the Office of Faculty Ombuds was developed in Year 2.

Key Initiative 7.2: Stevens continued student employment partnerships with the City of Hoboken, Hoboken Museum, Symposia Bookstore, All Saints CDC, St. Matthews Trinity Lutheran Church, St. Mary's Advocates of Hoboken and Hola Charter School. Stevens also continued voter registration activities for students living in Hoboken; the Division of Student Affairs hosted 12 events between September 15 and November 8 for voter

registration and student civic engagement. Stevens' student organizations, volunteers, Greeks and athletics continued many service activities in Hoboken. Five hundred participants including Stevens students, faculty and staff helped with MLK Day of Service, which involved partnerships with 14 local nonprofits and community organizations. Stevens was honored with an Athletics Community Service Award from NADIIAA. Stevens also collaborated with Think Big for Kids to bring career exploration, financial aid programming and mentoring to New Jersey middle and high school underserved students. Specifically, the Division of Enrollment Management conducted a college planning and financial aid workshop at each of the Passaic and Paterson Boys and Girls Clubs in November 2023. A career exploration workshop was held at the same two clubs in March and April 2024 by the Stevens' Career Center. The Office of DEI and STEP collaborated with Hillside Academy Middle School to increase awareness of STEM pathways for students.

Stevens continued to participate in community events, including Hoboken's Night Out, Spaghetti Dinner, Propelify and others, and hosted community events on campus such as the Hoboken BBQ and Hoboken Holiday Reception. In addition to Stevens inviting local schools to athletic events and the Innovation Expo, the Department of Mathematical Sciences engaged faculty and undergraduate students in weekly math circles involving about 70 Hoboken and Jersey City school children and hosted the annual Stevens Math Olympiads for 350 to 500 school children in New Jersey and New York City in which Stevens faculty and students work as organizers and graders. Stevens hosted a candidate forum in partnership with Hoboken Quality of Life Coalition and supported research collaborations with the City of Hoboken and Hudson County on topics of mutual interest, such as flood advisory systems, green infrastructure, smart cities and more. Stevens' regional alumni clubs hosted activities across the country in support of National Day of Service in September. Lastly, Stevens' strengths and opportunities to the local community were promoted through a significant brand presence in Lackawanna Station and on Washington Street, and Stevens began the process with NJ Transit and the Office of State Historic Preservation, securing permanent "Home of Stevens" signage in the train station. Stevens contributed to the Hoboken Business Alliance strategic planning process with an emphasis on community building and partnerships with students, faculty and staff and also collaborated with the Hoboken Historical Museum and the city to make recommendations on the proposed Maritime Park, which will acknowledge Stevens' historical commitment to the maritime industry. All of Stevens' efforts were promoted on social media and earned and owned channels.

Key Initiative 7.3: Stevens hosted and promoted significant campus participation in the October 4, 2024, President's Distinguished Lecture featuring Dr. Giovanni Caforio. There was also a special presentation on April 6, 2024, by President Farvardin and Stevens faculty, in collaboration with the IEEE History Center, to celebrate the contributions of Claude Shannon. Additional events hosted throughout Year 2 included: welcome back lunch for employees; Fall 2023 Employee Bowling League; World Kindness Week; Fall 2023 Conversation with the President followed by employee holiday party; Employee Excellence Awards and exclusive nominee breakfast with leadership; spring Conversation with the President; Second Annual Bring Your Child to Work Day; Attila's Spirit Day; spring employee tailgate and Great Place to Work celebration; summer walking club and eight unit lunches with the president.

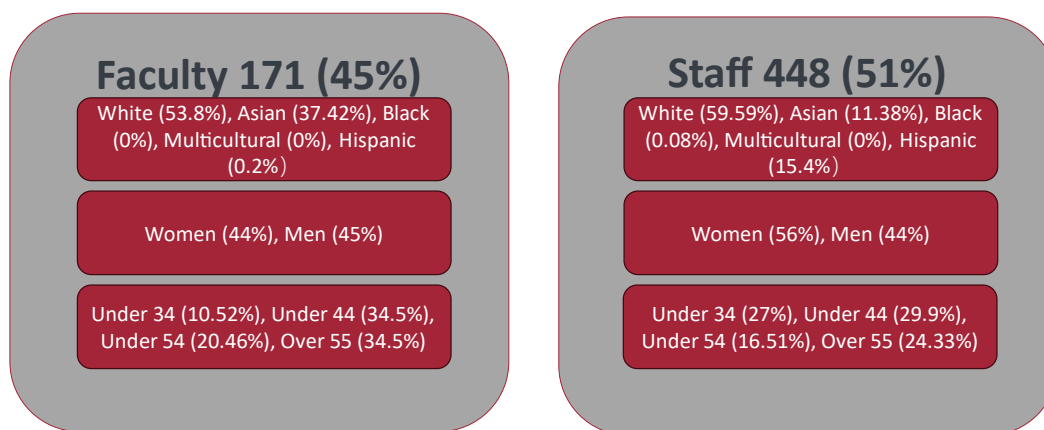
Metrics and 10-Year Targets

- **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**
 - Great Place to Work Employee Survey: Stevens received its second designation as a Great Place to Work in February 2024, increasing the overall positive results rate in the survey by six percentage points (an 8% improvement) compared to the prior year.
 - Between 2022 and 2023, positive responses increased across all 60 statements. The response rate increased from 40% to 49%; the positive response rate increased from 75% to 81%; there was an increase from 152 to 171 faculty participants and an increase from 397 to 448 staff participants.
 - DAE administered two alumni surveys this year that yielded strong feedback from many respondents. Both surveys were focused in scope, and the first of their kind or first in many years. Stevens aims to build a strong following of engaged alumni completing surveys going forward.



Goal 7: Stevens Great Place to Work Survey Response Rates

February 2024 – 619 responses (49% response rate)



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- **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)

The Student Success and Experience Index (SSEI) was developed in Fall 2023 and is a quantitative measurement of the overall status of student success and experience, which will be used as a metric to monitor progress over time.

Goal 7: University Culture

Student Success and Experience Index (SSEI) - 2024							
	Student Success Measurements			Student Experience Measurements			
	6-year Graduation Rate	1st Year Retention Rate	Job Placement Rate	Average Teaching Evaluation Score	NSSE Score	Campus Climate Score	Student Satisfaction Score
Year of Data	2024	2024	2023	2023	2022	2022	2023
Raw Data	87%	94%	96%	4.48/5	82%	3.0/4	3.9/5
Adjusted Data (100 as highest)	87	94	96	90	82	75	78
Weight	30%	10%	10%	20%	10%	10%	10%
Index Score	86.6						

Notes: Use the latest available data for each category;

Average teaching evaluation score: average of all faculty in the past academic year;

NSSE Score: percentage of students rating their overall experience as excellent or good (average of 1st year and ~~other~~ students);

Campus climate score: score to the question "Overall Stevens experience";

Student satisfaction score: average score of all student facing offices.

GOAL 8: Infrastructure and Sustainability

In FY24, the 10-Year Financial Plan was updated to reflect Fall 2024 enrollments plus projections for the next nine years. Plans to increase the capital budget in FY25 were put into place, and Stevens will continue increasing the amount by \$1 million annually. An S&P credit rating of BBB+/positive outlook was maintained as was a Composite Financial Index (CFI) above the threshold score of 3, which is indicative of good financial health.

The Master Space Plan, created in Year 1 to identify expected needs with target dates and needed financial resources, was expanded through FY32. Work continued among the Division of Facilities and Campus Operations, the Division of Finance and the Office of the Provost on space planning including accessibility signage and furniture. Thirty classrooms were updated with new furniture to enhance accessibility for students with disabilities. Planning for a new, mixed-use building on the site of the Davis Building continued; the preliminary target occupancy date is August 2029, with the demolition of the Davis Building currently targeted for May 2026. Also in FY24, the first campus hoteling space was put into use.

The investigation into the feasibility of constructing a solar farm on Stevens' land in Pennsylvania continued in FY24, and an anticipated cost report was developed to install an additional five EV chargers on campus. Stevens explored several renewable energy and sustainability features for the new mixed-use building which will be fully electric. Stevens once again achieved Gold status as a result of AASHE's 2023 STARS submission.

Stevens held events offering faculty, staff and students the chance to explore various IT services and platforms designed to support their academic and professional objectives. The Office of IT Project Management was restructured to promote consistent project management practices, with over 70 projects supported in Year 2. Research Computing Services, HPCC (high-performance computing cluster) and governance were successfully implemented through extensive coordination and partnership across the university. Over 20 classrooms and conference rooms were upgraded to support digital learning, teaching and a hybrid workforce. Campus phones were transitioned to Zoom phones resulting in significant cost savings.

Goal 8 - 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:

8.1 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

8.2 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

8.3 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

8.4 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)

Owners: Vice President Robert Maffia, Vice President Louis Mayer, Vice President Tej Patel, Vice President Sara Klein, Senior Vice President and Provost Jianmin Qu, Vice Provost David Zeng, Dean Jean Zu, Dean Gregory Prastacos, Dean Anthony Barrese, Dean Kelland Thomas, Associate Provost Maria Ouckama*

*These goal owners were in effect during Year 2 of Strategic Plan implementation.

Key Initiative 8.1: In FY24, the 10-Year Financial Plan was updated to reflect Fall 2024 enrollments (subject to adjustment at census date) plus projections for the next nine years. The plan includes key assumptions and related sensitivity analysis for projected enrollments, tuition rate increases, financial aid discount rates, net tuition revenue, operating expenses, operating margins and capital commitments, among other factors. A minimum annual net operating margin of 2% was maintained, adhering to the university's commitment. Plans to increase the capital budget in FY25 from \$20 million to \$21 million were put into place, and Stevens will continue increasing the amount by \$1 million annually, with a preliminary target of \$25 million, which will likely be further increased to appropriately calibrate capital spending with annual depreciation expense over time. Stevens continued its strong financial discipline of producing monthly Financial Reporting Packages, quarterly

budget vs. actual analyses and quarterly financial forecasts. An S&P credit rating of BBB+/positive outlook was maintained as was a Composite Financial Index (CFI) above the threshold score of 3, which is indicative of good financial health.

Key Initiative 8.2: The Master Space Plan, created in Year 1 to identify expected needs with target dates and needed financial resources, was expanded from the end of FY25 through FY32. Close collaboration was maintained with the Office of the Provost on critical needs, as well as with the Capital Budget Working Group and senior leadership, to allocate project funding. Work continued among the Division of Facilities and Campus Operations, the Division of Finance and the Office of the Provost on space planning with the newest lower bound and upper bound enrollment projections and the space needs derived from that. Space Planning and Design (SPD) conducted a survey of all campus buildings, except the Greek houses, to identify deficiencies in accessibility signage and furniture. Based on the survey results, a matrix of needs was created with building-by-building pricing. Thirty classrooms were updated with new furniture, including ADA tables, to enhance accessibility for students with disabilities. Planning for a new, mixed-use building on the site of the Davis Building continued. Program space includes dry research and teaching labs, classrooms, faculty offices and residential space. In FY24, schematic design documents were completed. The Division of Facilities and Campus Operations continued to work closely with the Division of Finance, the Office of the Provost and a newly formed Board Working Group on the new building to develop a 10-year financial plan to reflect enrollment projections, identify the timing for when additional space will be required and to identify how Stevens will financially support the project. The preliminary target occupancy date is August 2029, and the demolition of the Davis Building is presently targeted to commence in May 2026. Also in FY24, the first campus hoteling space, located in the Williams Library basement, was put into use. Testing of the workspace booking system was completed and access was expanded to five additional groups that include HR, finance, SERC, VPRIE and SES. The Archibus server was migrated to a cloud service. With the completion of the Burchard plaza and lobby, a new accessible entrance ramp was created to access the building along with upgraded lobby furniture and a digital directory, creating a more inviting space for students.

Key Initiative 8.3: The investigation into the feasibility of constructing a solar farm on Stevens' land in Pennsylvania continued in FY24. The site can support a photovoltaic array large enough to supply 100% of the campus' electrical needs if all the land can be utilized. An anticipated cost report was developed to install an additional five EV chargers in the Babbio Parking Garage, bringing the total number of charging locations to 14. As a first step, Stevens is proceeding with upgrading the existing nine EV charging stations to networked Level 2 chargers allowing for tracking and controlling usage and provide billing options. Stevens explored several renewable energy and sustainability features for the new mixed-use building. In the present design, the new building will incorporate mass timber construction and PV panels on the roof. The building is also designed to be fully electric, using no fossil fuel to operate. The new STARS report was submitted, again earning the university a Gold rating for 2023. Stevens continued its commitment to sustainability by signing a new, 100% renewable energy contract, locking in rates through September 30, 2027. Finally, an RFP was initiated for a multi-phased campus decarbonization plan through funding from the New Jersey Clean Energy Program's

Higher Education Decarbonization Pilot Program, through which Stevens is eligible for up to \$5,000,000 for reducing the university's greenhouse gas emissions.

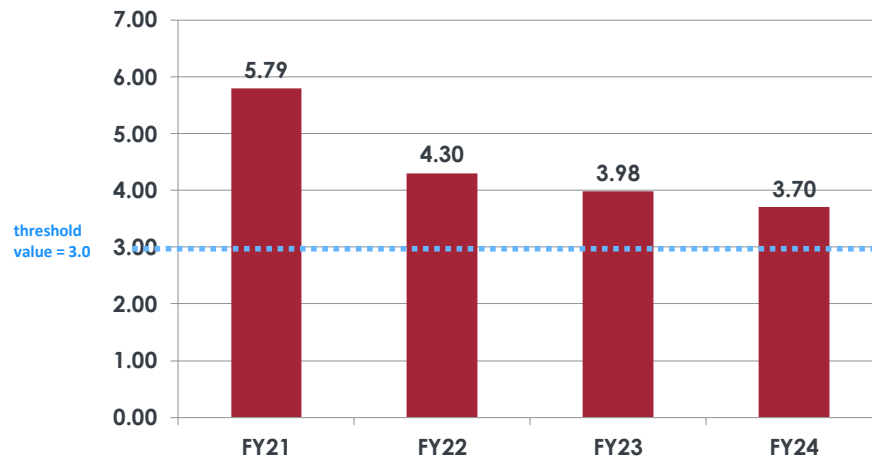
Key Initiative 8.4: Stevens' Division of Information Technology identified nine priorities for FY24 in support of the *Stevens 2032* strategic plan, achieving strong overall performance. A OneIT Expo event, offering faculty, staff and students the chance to explore various IT services and platforms designed to support their academic and professional objectives, was held. The Office of IT Project Management underwent substantial restructuring to promote consistent project management practices. Over 70 projects were supported concurrently, with particular emphasis on facilities projects requiring dedicated resources. Research Computing Services, HPCC (high-performance computing cluster) and governance have been successfully implemented through extensive coordination and partnership across the university. Significant progress was made on all fronts of Workday Student, with Workday governance and support functioning effectively. The first Workday Extend application for Canvas grading was successfully piloted and received positive feedback from the community. Over 20 classrooms and conference rooms were upgraded to support digital learning, teaching and a hybrid workforce. The IT team successfully implemented more than 15 enhancements to Canvas, more than 10 to Zoom and 13 XR collaborations/projects, while providing ongoing support for Noodle and Beacon Education. Integration functionality for Zoom, Panopto, Poll Everywhere and Gradescope were upgraded in FY24. The UCC Tech Flex and Gallery spaces underwent significant technological improvements, and future improvement plans are in place for both spaces. The "Zooming Ahead: The Campus Phone Upgrade" project was successfully completed on time and under budget, resulting in significant cost savings over the next several years and enhanced user experiences through value-added telephone system services. The Protect Stevens cybersecurity program and Stevens' Information Security team demonstrated exceptional effectiveness in securing and responding to incidents. The Workday Financials project was launched in collaboration with the Division of Finance.

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**

The university's CFI was 3.70 in FY24, which is higher than the minimum threshold of 3.0 for financially healthy organizations.

Goal 8: Composite Financial Index



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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

The credit assessment report issued by S&P in April 2024 continued to reflect a credit rating of “BBB+” and a rating outlook of “positive.”

Goal 8: Standard & Poor's Credit Rating

2021: BBB+/Stable

2022: BBB+/Positive

2023: BBB+/Positive

2024: BBB+/Positive

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- **Maintain a sustainability performance of at least an AASHE STARS Gold level**

The STARS report was submitted to AASHE in FY23 and received a Gold level status. In FY24, work began on the next submission, due in FY26.

Goal 8: AASHE STARS rating

2020: Gold star

2023: Gold star

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- **Complete the construction of a new academic building (relates to Goal 1: Undergraduate Education and Goal 3: Research and Innovation)**

Planning for a new, mixed-use building on the site of the Davis Building continued as described above. The 100% schematic design package was completed and reviewed with senior leadership and other stakeholders. Preparations are underway for a meeting in FY25 with the Hoboken Planning Board to attain project approval. Packages for the prepurchase of long-lead materials were assembled in preparation for internal project approval by senior leadership and the Board of Trustees. Work continued on developing the underlying 10-year financial plan to support the project plan, including identification of sources and uses of funding, timing for the project and the related financing.

GOAL 9: Academic Reputation

Earned media in prestigious print, broadcast and digital media increased 21% YOY, while social media impressions increased 109%, primarily driven by TikTok and Facebook. There was a 42% increase in Stevens.edu pageviews and a 40% increase in brand awareness YOY, as measured by the Harris Poll. Stevens launched the FY24 brand awareness campaigns in September 2023. Stevens launched a multi-year partnership with NJ Transit, establishing a significant brand presence in the Hoboken terminal (which sees 7,000 visitors per day) and in strategic stations in New Jersey and New York City. Three Chinese social media accounts were established and used to grow Stevens' follower base and promote engagement in support of Stevens' China recruitment initiatives.

Multi-channel institutional peer reputation campaigns were launched in FY24 including higher education print and digital media and email. Stevens developed a prototype Academic Reputation Index aimed at measuring Stevens' and peers' improvement vs. a baseline value across multiple indicators and providing a relative ranking vs. other institutions. The SES continued its academic reputation campaign with a focus on new grants, faculty hires, research results and other departmental news. SSB reputation efforts included paid marketing campaigns, webinar sponsorship and conference hosting, among others.

Audits covering more than 50% of Stevens.edu were completed to identify areas where user experience and design could be improved. Comprehensive SEO training was offered to all content editors. A significant effort during FY24 led to the launch of a redesigned program finder in July 2024. Modification and addition of new components in Contentful (Stevens' content management system (CMS)) continued in FY24 with the goal of maintaining a visually appealing platform, providing innovative ways to display content and address gaps to enhance the user experience.

A contract with Nexus Licensing Group was completed to protect Stevens' marks and to manage licensing; 44 vendors became licensees. Collaboration with the Stevens bookstore on branded merchandise contributed to a 38.3% increase in sales over FY23. University Relations continued to provide oversight and monitoring of external marketing partners to ensure brand consistency.

The number of external awards received by faculty increased to 140 in Year 2 from 137 the prior year, while the number of publications decreased from 466 to 417 for prestigious journal publications and from 259 to 210 for conference proceedings.

Goal 9 - 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:

9.1 Develop and implement an institutional brand strategy university-wide, including with external marketing partners

9.2 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

9.3 Continue and expand campaigns to influence peer assessment of key rankings

9.4 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.)

Owners: Vice President Beth McGrath, Senior Vice President and Provost Jianmin Qu, Dean Jean Zu, Dean Gregory Prastacos, Dean Anthony Barrese, Dean Kelland Thomas, Vice Provost Edmund Synakowski, Associate Provost Maria Ouckama*

*These goal owners were in effect during Year 2 of Strategic Plan implementation.

Key Initiative 9.1: In FY24, Stevens contracted with Nexus Licensing Group to manage licensing of Stevens' brand marks and logos to ensure consistent branding across all merchandise and expand the market for branded merchandise sales. As of July 2024, 44 vendors were licensees. Collaboration with the Stevens bookstore on branded merchandise contributed to a 38.3% increase in sales over FY23. Stevens also launched Canva, a graphics software tool for non-designers that provides dozens of easy-to-use branded templates available to more than 100 collaborators campus-wide. University Relations continued to provide oversight and monitoring of external marketing partners to ensure brand consistency and added new vendors serving the

Division of Enrollment Management, Office of Graduate Education and in support of Stevens' China initiatives encompassing organic and paid social campaigns targeted at prospective students and families.

Key Initiative 9.2: Stevens launched the FY24 peer reputation and brand awareness campaigns in September 2023. Applying learning from FY23, ads performed above benchmarks in the *Chronicle of Higher Education* and *Inside Higher Ed*, delivering more than 7 million impressions and 12,000 clicks to relevant destination pages on Stevens.edu. Brand awareness ads delivered more than 30 million impressions and 85,000 clicks to Stevens.edu. As of June 30, 2024, Stevens measured a 39.8% increase in brand awareness, as reported by the Harris Poll, over the FY23 baseline. Additionally, Stevens launched a multi-year partnership with NJ Transit, including a Hoboken station "home of" domination campaign, visible to more than 7,000 transit riders in Hoboken and many more through transit stations throughout the state. Stevens refreshed its research pillars webpages as destinations for peer reputation campaigns. Three Chinese social media accounts were established and verified (Red, Weibo and WeChat) and an organic social media campaign featuring content supporting general Stevens branding, rankings and achievements, student life, news and event promotions were published weekly to grow Stevens' follower base and promote engagement on these channels, in support of the Division of Enrollment Management and Office of Graduate Education recruitment initiatives.

Key Initiative 9.3: Multi-channel institutional peer reputation campaigns were launched in FY24 and included paid advertising and sponsored content in the *Chronicle of Higher Education* and *Inside Higher Ed*; president-to-president direct and email campaigns; monthly campus highlights to selected presidents; 1:1 meetings with regional presidents; engagement in AITU panels and discussions; personal letters acknowledging receipt of presidential communications and inauguration citations and gifts for new presidents. Personalized versions of the president-to-president messages were also sent to provosts and chief enrollment officers. A prototype Academic Reputation Index was developed; this tool aims to measure Stevens' and peers' improvement vs. a baseline value across multiple indicators and providing a relative ranking vs. other institutions. SES continued its academic reputation campaign comprised of digital ads in ASEE *First Bell*, email marketing using MDR and direct mail postcards targeting engineering deans and department chairs at peer institutions. Content has focused on new grants, faculty new hires, research results and other departmental news. A redesigned email format resulted in an increase in engagement. SSB reputation efforts included paid marketing campaigns on the *U.S. News & World Report* website and AACSB webinar sponsorship, hosting the Mid-Atlantic Association of Colleges of Business Administration conference in October 2023 and distribution of the *New Faculty* booklet and *The Dean's Report* to AACSB schools.

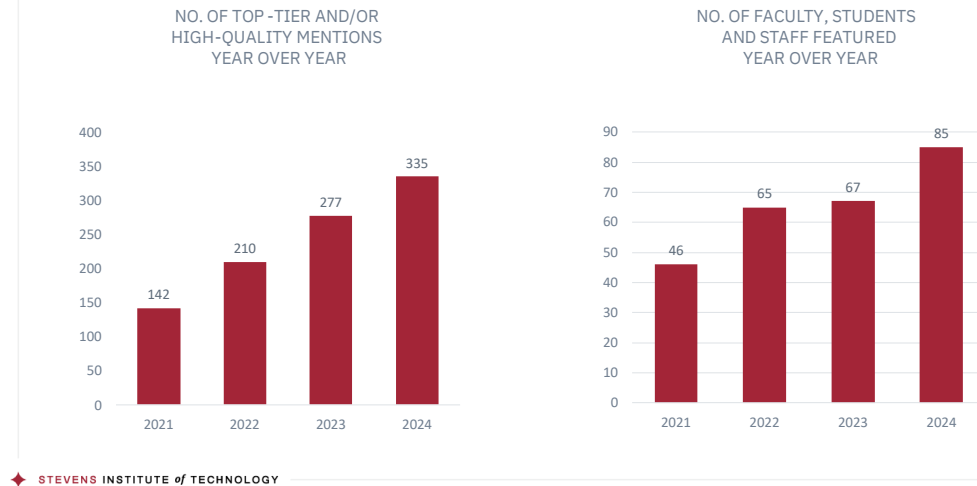
Key Initiative 9.4: Audits covering more than 50% of Stevens.edu were completed to identify areas where user experience and design could be improved. Audits focused on optimizing high-priority pages. Comprehensive SEO training was offered to all content editors via live training, training documentation and external webinars, workshops and videos such as through LinkedIn Learning. A significant effort during FY24 led to the launch of a redesigned program finder in July 2024. This updated tool offers a more detailed and visually enhanced exploration for prospective students. Modification and addition of new components in the Contentful CMS continued in FY24 with the goal of maintaining a visually appealing platform, providing

innovative ways to display content and address gaps to enhance the user experience. SES significantly expanded its web content, including a redesign of fact sheets to further drive traffic to individual program pages, department pages and respective program pages to improve UX and search. SSB published 16 articles on school, student, faculty and alumni success; added 18 videos about graduate program highlights, Giving Day, Inclusive Leadership Program, CRAFT and more; revamped Slate emails to prospective students; deployed emails highlighting accolades like *U.S. News & World Report* Top 5 recruiter assessment score, CRAFT partnerships and involvement with NJ FAST. SSB also overhauled web pages with targeted content, added new photos/videos highlighting Stevens' values, increased social media output to 223 posts over four platforms, among others.

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**
 - Placements in prestigious media increased 21% in FY24 over FY23, and faculty/staff participation in media placements increased 27%.
 - In addition, known broadcast placements from the AP Campus Insights (APCI) initiative — which have not been previously counted in the above metrics — grew significantly in FY24: 52 faculty were interviewed; videos were downloaded 304 times. The average download per video is six, compared to the previous four in FY23. Stevens videos aired in markets across the nation and globe at least 1,460 times.
 - Earned placements include the following outlets: *The Washington Post*, *TIME*, *The New York Times*, *Financial Times*, *CNN*, *Popular Mechanics*, *FOX News*, *STAT News*, *Scripps News*, *Fortune*, *Newsweek*, *NPR*, *Fast Company*, *Advanced Science News*, *The Chronicle of Higher Education*, *Inside Higher Ed*, *Variety* and *Poets & Quants*, among others.
 - The Stevens TechPulse Report leveraged the AI roundtable organized by *The Stevens Indicator*, resulted in coverage in *Inside Higher Ed* and a corresponding AP Campus Insights interview featuring Brendan Englot aired on 23 different stations in Texas.

Goal 9: Earned Media Placements in Major Media



- **Double the number of impressions, engagements and followers on all Stevens channels and increase unique visitors and pageviews to Stevens.edu by at least 5% per year**
 - Engagement rates improved across all social media platforms, with LinkedIn up 18.2%, Instagram up 22.2% and TikTok up 41.7%. Overall impressions increased by 6.5%, with total audience growth of 5.7%, including a notable 18.7% increase on Instagram, a key platform for prospective students. Video views increased by 191% and 131% on Instagram and TikTok, respectively, underscoring the effectiveness of our visual storytelling approach.
 - For Stevens.edu, YOY results include a 42% increase in pageviews over FY23, a 31% increase in engagement and a 56% increase in U.S. visitors to the site. Organic site search increased by 56% compared to the previous year.

Goal 9: Academic Reputation

Unique Visits and Page Views to Stevens.edu

Metric	FY 22	FY 23*	FY 24
Page views	17,886,232	17,018,106	24,193,715
Users	2,757,133	2,378,529	2,439,736

**Represents partial FY 23 (Nov 16, 2022 to Jun 30, 2023)*

- **Annually increase the university's brand equity score, comprised of five metrics (awareness, familiarity, quality momentum and recommendation), based on 2021 baseline**

Stevens continued to make improvements in brand awareness during FY24, as measured by the Harris Poll. YOY growth in awareness+ (=awareness + familiarity) increased 18% over June 2023 levels, with 11% and 29% increases in familiarity and awareness scores, respectively.

Goal 9: Brand Equity Score

As of June 2024, most of these components increased vs. initial 6 -month baseline obtained July – December 2022:

- Brand equity: 9.1 (up 0.6 points, or 7.1% vs. baseline)
- Awareness: 12 (up 2.2 points, or 22.4% vs. baseline)
- Familiarity: 15.7 (up 0.3 points, or 1.9% vs. baseline)
- Quality: 8.4 (up 0.2 points, or 2.4% vs. baseline)
- Momentum: 6.2 (up 0.5 points, or 8.8% vs. baseline)
- Recommendation: 3.2 (down 0.2 points, or -5.9% vs. baseline)

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- **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**

External faculty award and publication data are collected each academic year as part of Faculty Activity Reports.

Goal 9: External Faculty Awards and Publications

