# Stevens 2032:
# Inspired by Humanity, Powered by Technology®

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*Note: FINAL — Originally approved by the Stevens Board of Trustees on June 23, 2022, and subsequently amended and re-approved on DATE TBD, 2026.*

# Message from the President

When we began the exercise of developing our 10-year Strategic Plan in 2021-22, we asked ourselves what Stevens would look like in the future, how we might draw on our strengths to better serve our community and in what ways we might grow to meet the needs of a changing society. We approached these questions from a strong foundation — following a defining decade of growth in which our community worked together to take Stevens to new heights.

It is Stevens' practice to update our Strategic Plan at its midpoint. We are now here, in 2026. So much has changed since we embarked on our decadal plan. A convergence of headwinds — geopolitical uncertainties, demographic shifts affecting college enrollment, changing attitudes about the value of a college education, declining enrollment of international students and an evolving technological landscape, among others — have given rise to both new challenges and new opportunities. In light of both challenges and opportunities, this midpoint review allows us to reassess and modify previous targets as warranted and incorporate new objectives where appropriate.

I am filled with immense pride to see the progress we've made toward realizing the ambitious vision laid out in Stevens 2032: Inspired by Humanity, Powered by Technology®. Stevens today continues its upward trajectory. Our national reputation is rising as student outcomes, long a strength, receive more attention from the public. Our research enterprise has hit new records for funding and impact as our faculty advance the frontiers of knowledge and attract increasingly prestigious grants. Our story continues to inspire, as we see from rising domestic enrollment and a growing population of engaged alumni.

All of these successes allow us to invest further in our campus and community, modernizing facilities, launching a full tuition coverage program for eligible academically talented students with financial need and innovating in our academic programming to ensure our graduates are equipped to build fulfilling careers in a dynamic market.

To our faculty, staff, students and the many alumni, friends and partners who devote so much to envisioning and building the future of Stevens: I offer my deep gratitude. The ambitions described in this Strategic Plan are only the beginning of what I know we will achieve.

*Per aspera ad astra,*

Nariman Farvardin
President

# Message from the Provost

When the original version of this plan was released in 2021, I had recently joined Stevens as Provost. Understanding the process leading to the plan's development helped me learn about the Stevens community as well as our alumni and many friends and partners.

Since our community drafted our Strategic Plan in 2021, artificial intelligence has emerged as a powerful force across industries, with profound implications for how we teach, learn and operate. As a result, this midpoint review is an important and welcome chance for us to fine-tune our current goals and add new ones where it makes the most sense. Today, I remain more convinced than ever that Stevens has great potential to be a transformative force in higher education and in our innovation-based economy.

Due to the distinctive, technology-oriented nature of our educational programs and our faculty's research in fields that will shape the future, Stevens remains poised — quite literally — to change the world.

I am particularly excited that our community remains dedicated to the vision for Stevens in 2032 as articulated in this plan. With continued dedication, an unrelenting commitment to excellence, agility and a laser focus on our goals, Stevens will be recognized among the most prestigious technological universities in the world.

I look forward to renewed efforts by the entire Stevens community to position our university for leadership and success in the coming years.

Jianmin Qu

Senior Vice President for Academic Affairs and Provost

# Introduction

What will Stevens be in 2032? What will be our signature contributions to education, research, economic development and talent development? How will our campus and our community look different and be different? What investments must we make and what infrastructure will we need to achieve our vision? And how will we excel in our promise to our students to provide a superior, supportive and technology-infused educational environment that prepares them for a successful future?

These are some of the questions the Stevens community considered when we developed our Strategic Plan for 2032, and these questions remain relevant as we undertake this midpoint review of that plan. With "Excellence in All We Do" as our north star and through an intense and inclusive process,[1] the extended university community developed an inspirational, aspirational and ambitious vision of the future captured in this updated Strategic Plan for the next five years.

Titled Stevens 2032: Inspired by Humanity, Powered by Technology 2027-2032®, this plan builds on the transformative progress Stevens has achieved in recent years and charts our path for a future likely to be characterized by rapid change, unrelenting disruption and the deepening penetration of technology across all aspects of life and work. Updates in 2026 further focused our goals in light of important and notable changes to the political, technological and demographic landscapes.

We maintain our belief that this plan is bold but attainable. We believe that by achieving the goals articulated in this plan, Stevens will further ascend, claiming our place among the most respected technological universities in the nation and the world. Stevens has made tremendous progress across all important metrics of success — student outcomes, research growth and impact, IT and campus infrastructure, culture and community, alumni engagement and philanthropy and more. Stevens is rapidly gaining recognition as a university that attracts talent, that delivers value and that contributes to society. Our vision for Stevens can be summarized as follows:

> By 2032, Stevens will be widely recognized as 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.

Underpinning our plan is our mission statement, which articulates our university's higher purpose and our value to our students and our society:

> Our mission is to inspire, nurture and prepare students for an increasingly complex and technology-centric world, to develop innovative solutions to the most challenging problems of our time and to expand the frontiers of knowledge.

Four overarching strategic priorities provide the framework for our ambitious goals and affirm our commitment to: (a) enhancing our students' experience and success, (b) amplifying our

impact through research and innovation, (c) elevating the academic reputation of Stevens and (d) strengthening and connecting our community.

We will measure our progress both quantitatively and qualitatively and with the full understanding that our goals are both interconnected and interdependent. We will not sacrifice quality for quantity. We will not make progress on one goal at the expense of another. All boats will rise.

We aspire to become the destination of choice for promising, academically talented students who will make a difference in our world.

We aspire to dramatically grow and strengthen a world-class learning environment, both for traditional students and for professional students studying online.

We aspire to create a curriculum and campus of the future, empowering our students and faculty to dream big. We will provide them with the guidance, environment, tools and support they need to achieve their goals.

We aspire to become a leader in the effective integration of technology, especially artificial intelligence (AI), in order to prepare our graduates to thrive in a dynamic future.

We aspire to make our mark on the world through groundbreaking research, innovation and technology commercialization, and by attracting exceptional graduate students to our innovation ecosystem and supporting them throughout their journey.

We aspire to have a proud, cohesive and connected community whose impact is greater than the sum of its parts.

We will make progress toward our vision through the collective engagement of our campus and extended community of alumni, parents, friends and partners by focusing on seven goals, described in greater detail in section six. These goals, along with metrics that enable transparent measurement of progress, will inform the creation of implementation plans and progress reports shared annually with the Stevens community on Stevens.edu. Some of the goals outlined in the original plan have been revised, either due to greater than anticipated progress or external forces that affect our goals. Those that have been changed are noted with an asterisk in the Goals section.

GOAL 1: UNDERGRADUATE EDUCATION AND EXPERIENCE

GOAL 2: GRADUATE EDUCATION AND EXPERIENCE

GOAL 3: RESEARCH AND INNOVATION

GOAL 4: ALUMNI ENGAGEMENT AND DEVELOPMENT

GOAL 5: BUILDING COMMUNITY AND HUMAN CAPITAL

GOAL 6: INSTITUTIONAL RESILIENCE AND SUSTAINABLE INFRASTRUCTURE

GOAL 7: ACADEMIC REPUTATION

[1]The initial strategic planning effort for Stevens 2032 was conducted from February 2021 to August 2021; the Strategic Planning Steering Committee was appointed and began its work in September 2021. Strategic planning efforts were reconvened in the latter half of 2026 to review and update the plan at the midpoint period of implementation.

## The Higher Education Landscape and Stevens' Position

Since the initial publication of Stevens 2032, higher education in the United States has experienced a period of turbulence and disruption. The pandemic and its lingering effects on students and institutions, declining public trust in higher education, demographic patterns resulting in a shrinking pool of high school graduates, disruptions in international enrollment and a dynamic technological landscape have combined to create unprecedented turbulence for the higher education sector. Stevens has not been immune to this turbulent environment. Our community has worked with speed, agility and collegiality to overcome numerous anticipated and unanticipated challenges. During the last five years — and despite these challenges — Stevens' progress has been nothing short of transformational. Within this period of great instability, Stevens has excelled.

| STRENGTHS | WEAKNESSES |
| --- | --- |
| • Strong ROI, significant momentum and exemplary graduate outcomes due to technology-centered education in disciplines with great demand<br>• Recent growth in institutional capacity, research awards, revenue, philanthropy and endowment<br>• Proximity to New York City and complex, technology-intensive industries in NJ<br>• Scale enables cross-school collaboration<br>• A strong pipeline of rising faculty leaders shaping the future of research<br>• Existing experiential-learning assets, including cooperative education, internships, research experiences, senior design, design spines and hackathons<br>• Growing reputation and accomplished alumni and partner networks<br>• Sound fiscal management at all levels of the university, with continuing budget surpluses over the last decade<br>• Investments in campus infrastructure and modernization | • High-cost geographic location<br>• Endowment and resources remain modest relative to institutional ambitions<br>• Dependency/decline in international graduate student enrollment<br>• Limited access to clinical data constrains research in health and health care areas |

| OPPORTUNITIES | THREATS |
| --- | --- |
| • Assume leadership in the thoughtful integration of artificial intelligence into academic and administrative operations, preparing graduates to thrive and realize increased administrative efficiencies<br>• Capture and promote experiential learning – e.g., cooperative education, internships, research opportunities, capstone – as a defining feature of a Stevens education that leads to stellar career outcomes<br>• Promote thought leadership in responsible, human-centered AI and related technologies<br>• Leverage proximity to industry, government and civil society for real-world projects and partnerships<br>• Translate research into practitioner-facing events, podcasts, newsletters, video and executive education<br>• Strengthen online learning offerings through the College of Professional Education's lifelong-learning pathways, stackable credentials and distinctive professional programs | • Rapid technological change, particularly AI, may outpace curriculum, infrastructure and faculty capabilities<br>• Competitive pressure from peer universities, online providers and private-sector entrants<br>• Decline in traditional college-age population, affordability pressures and changing expectations of higher education<br>• Geopolitical uncertainty and exposure to international enrollment volatility<br>• Uncertainty in public research funding and rising costs<br>• Key initiatives may become overly dependent on a small number of faculty and staff without adequate resources<br>• Lower proportion of senior tenured faculty may limit mentorship and career advancement opportunities for early- and mid-career faculty. |

## UPDATED INSTITUTIONAL POSITION: FALL 2021-FALL 2026

Over the past 15 years, Stevens has made significant progress across key indicators of institutional strength and impact. The metrics below illustrate the growth and momentum that provide a strong foundation for the university's continued advancement.

| Metric | Fall 2011 | Fall 2026 | Change |
|---|---|---|---|
| First-time full-time applications[1] | 3,600 | 11,571* | +221.4% |
| Undergraduate enrollment | 2,427 | 4,121* | +69.8% |
| Median SAT | 1280 | 1430* | +11.7% |
| Six-year graduation rate | 79.0% | 85.3%† | +8.0% |
| Graduate applications | 3,219 | 6,081* | +88.9% |
| Graduate enrollment | 3,024 | 3,456* | +14.3% |
| Full-time faculty | 231 | 353 | +52.8% |
| Research awards | $25.7M | $87.3M‡ | +239.7% |
| Operating revenue | $174.5M | $404.7M§ | +131.9% |
| Philanthropic support | $4.7M | $72.4M‡ | +1440.4% |
| Endowment at year end | $140.9M | $447.5M§ | +93.7% |

[1] Application requirements changed from 2011 to 2026.

* Preliminary as of October 21, 2026. † 2019F cohort. ‡ FY 2026 final. § FY 2026 preliminary and unaudited. Percentage change = (2026 value - 2011 value)/2011 value.

# ANTICIPATING THE OPPORTUNITIES AND DISRUPTIVE IMPACTS OF ARTIFICIAL INTELLIGENCE

One cannot ignore the truly unparalleled impact artificial intelligence is likely to have on every aspect of our world, our work, our lives and on the higher education sector. AI is poised to transform higher education more profoundly and more rapidly than any technological revolution in modern history, reshaping how knowledge is created, disseminated and applied. Thought leaders across technology, business, government and academe have emphasized AI's extraordinary potential to redefine work, decision-making and human capabilities. Unlike earlier technological shifts, AI is advancing into domains once considered uniquely human, including reasoning, writing, research and problem-solving. For higher education, this creates both an urgent imperative and an extraordinary opportunity: to reimagine teaching and learning, accelerate research and discovery, prepare graduates for a rapidly evolving workforce and ensure that technological progress serves the broader public good. AI differs fundamentally from earlier technologies because it can not only disseminate information but can also generate ideas and make decisions, potentially changing the nature of education and work.

In developing this revised version of our 10-year Strategic Plan, we are acutely aware of the impact that artificial intelligence will have on the higher education sector and on Stevens. Concurrent with the revision of this Strategic Plan is an initiative to develop a concept and plan for the thoughtful integration of AI into academic and administrative operations at Stevens, as well as governance and infrastructure models. The concept paper is referenced at [URL TO COME] and, like the technology itself, will dynamically evolve.

Furthermore, with the 2026 launch of its School of Computing, Stevens is strategically choosing to lean into and embrace the transformative impact of artificial intelligence. We are making the commitment to rapidly innovate and adapt our curricula as the needs of the modern workforce evolve and provide our students with multiple complementary pathways to AI literacy and fluency, with humanity remaining at the core of our mission.

# CORE VALUES

## Our Core Values

Since its founding in 1870, Stevens has exemplified the principle that technology is the key driver of human progress. For more than 150 years, the Stevens education has prepared well-rounded, ethical and resilient leaders and problem-solvers for an increasingly technology-driven world. We recognize the dramatic and disruptive impact AI is expected to have on work, society and higher education, and we will be proactive and agile in adapting to this future.

In an environment where technology will continue to permeate all aspects of our lives and work, we believe our core values will stand the test of time and guide our behavior and our decisions. These core values are foundational in everything we do; they define who we are and who we aspire to be as a community.

Excellence – We insist on excellence in everything we do. We set high expectations for each of us individually and for our community as a whole. This includes setting rigorous standards to support life-long learning, evidence-based approaches, accountability and a shared eagerness for continuous improvement.

Integrity – Our actions, interactions and decisions are founded on integrity, ethics and strong moral principles. We hold ourselves and each other to the highest standards of professional conduct, we uphold the Stevens Honor System and we strive to earn and maintain the public trust.

Student Growth and Success – We are fundamentally committed to cultivating the next generation of ethical leaders. We design our academic enterprise and co-curriculum around student learning and development. We measure our success by the growth of character and judgment in our students and the impact of this growth on improving our students' lives and the lives of others.

Collaboration, Curiosity and Innovation – Through interdisciplinary scholarship and collaboration, we are relentless in our pursuit of new knowledge and creative ideas and their application to solve local and global societal problems.

Belonging and Shared Purpose – We are "One Stevens," a global community with numerous experiences and perspectives that make us stronger as an institution and capable of addressing complex societal challenges. We work to advance our university and members of our community. We act with transparency, empathy and compassion to support each other and to engender pride in our affiliation with Stevens. We strive to ensure that all members of our community feel welcome, are included and have opportunities to succeed.

Resilience and Adaptability – We generate meaningful and enduring future impacts through our forward-thinking nature coupled with our resilience, our adaptability and our agility. We take seriously our solemn responsibilities to steward and sustain all the resources with which we are entrusted.

# STRATEGIC PRIORITIES

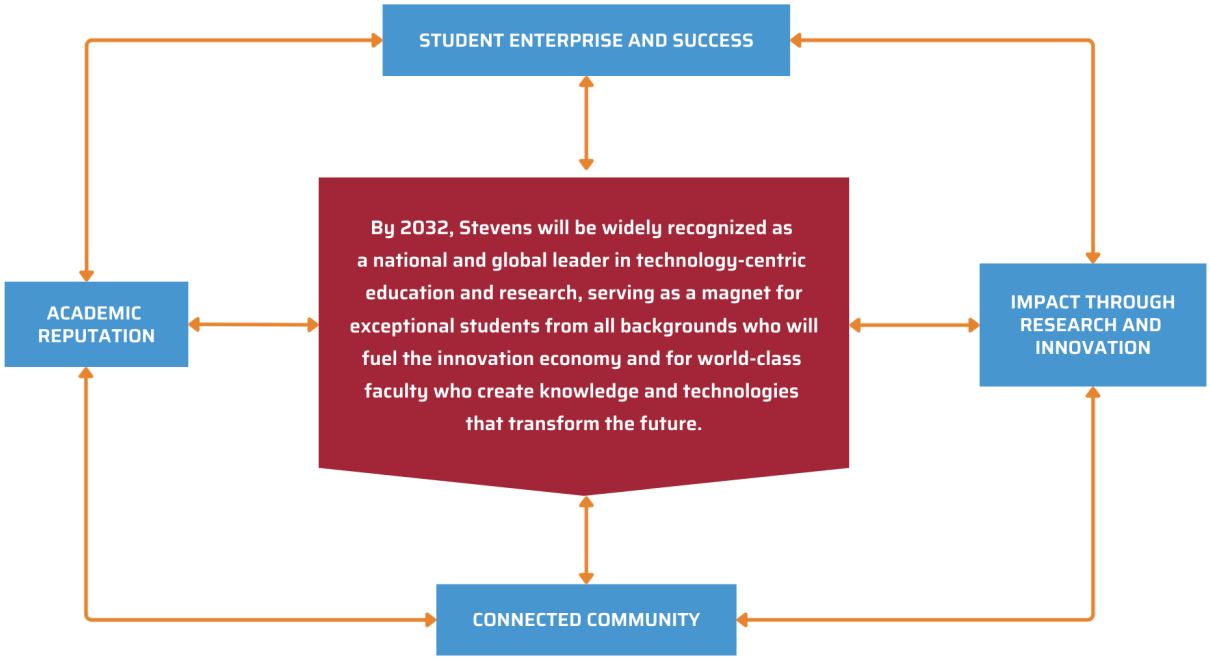
Four interconnected strategic priorities provide the overarching framework for our vision of Stevens in 2032:

1. Student Experience and Success – To enhance the educational experience and professional and personal success of our students and to help contribute to a workforce that fuels future economic growth

2. Impact Through Research and Innovation – To amplify the impact of our technology-centric scholarship, discovery, invention and innovation enterprise to solve societal problems

3. Academic Reputation – To build our university's academic reputation as a national and international leader in technology-centric education and research

4. Connected Community – To enhance and strengthen our university community and to strengthen the physical and digital infrastructure that supports our connected community on campus and with alumni, friends and partners



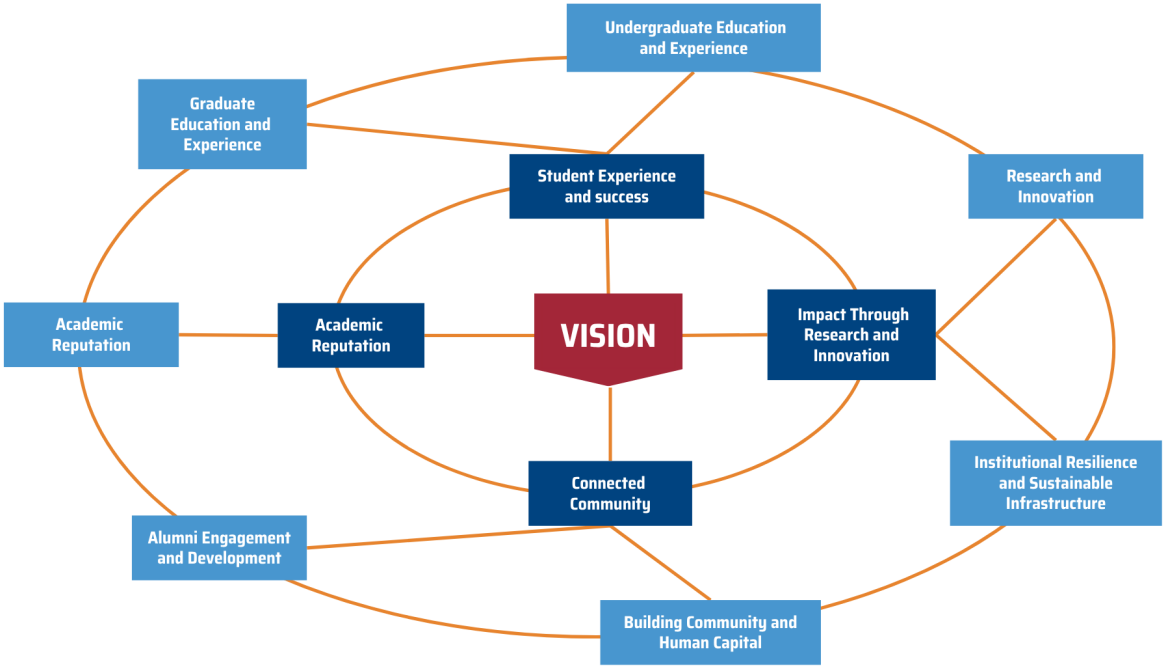
# GOALS

Through many dozens of conversations with stakeholders throughout the university community, input collected through two rounds of community surveys and changes in the internal and external environment that occurred over recent years, Stevens modified its original nine overarching goals to seven by:

- eliminating Goal 5-Partnerships and embedding its activities and progress into other relevant goals
- combining Goals 6 and 7, One Stevens and University Culture, into one consolidated goal titled Building Community and Human Capital.

Each of the plan's goals is discrete and ambitious. As the graphic illustrates, the goals are interrelated and interdependent. Woven together, they will guide our efforts to realize our four strategic priorities and our vision for 2032.

Representative key initiatives/strategies, along with targets and metrics to track progress, are delineated in this section.



## Goal 1: Undergraduate Education and Experience

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. Develop academic and co-curricular programs, including:
    a. AI literacy for all students
    b. An entrepreneurship ecosystem on campus and beyond
2. 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
3. Identify and forge partnerships with prestigious domestic and international institutions of higher education, community colleges, high schools and community-based organizations that strategically increase and diversify pre-college and undergraduate enrollment

The following targets and metrics provide more specificity on our aspirations and the methods by which we will measure our progress in implementing the initiatives and achieving the goals.

**Metrics and Targets**

- Continue to make Stevens a destination university such that first-year student applications increase annually and selectivity (admission rate) improves year-over-year*
- Consistently maintain our six-year graduation rate at 89% or better*
- Maintain or improve student success upon graduation, including employment and admission to prestigious graduate programs, with at least 93% of graduates securing desired outcomes within six months of graduation*
- Broaden Stevens' reach on a national and international scale by increasing our combined new domestic out-of-state and international student enrollment from 35% to at least 42%*

- Increase and maintain the reach of The Stevens Investment to an income level of at least $100,000 and to include transfer students*

## Goal 2: Graduate Education and Experience

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**

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. Continue to provide competitive technology-driven and lifelong learning opportunities in our master's programs by raising the bar to improve academic credentials of our on-campus master's and certificate students moderately and strategically growing enrollments to ensure that they are compatible with our physical plant, are shaped by the optimized size of each school and major and meet the demands of society and the economy.
3. Significantly grow our online programs by:
    a. providing flexible learning opportunities to meet the wide-ranging needs of working adults
    b. developing additional corporate partnerships
    c. exploring workforce development opportunities
4. Identify and forge partnerships with:
    a. prestigious domestic and international institutions of higher education that strategically increase and diversify graduate and online enrollment and that

amplify the impact of our faculty research and scholarship, including through national centers of excellence

b. corporate, government and industry partners to expand cohort-based online education

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 Targets**

- Maintain the number of doctoral students per tenure-stream faculty 3.0 in the Schaefer School of Engineering and Science (SES) and the School of Computing (SOC) and at 1.0 in the School of Business*
- Continue to make Stevens a destination research university for on-campus graduate master's students by increasing full-time enrollments each year by at least 5%*
- Maintain the career outcomes rate for graduate students at 95% within six months of graduation*
- Aim at 15% annual growth for online programs*

## Goal 3: Research and Innovation

Expand the distinction, resilience and societal impact of Stevens' research and innovation enterprise by advancing discovery and technology developments that improve lives, inspire students and address critical societal needs.

The Research and Innovation Strategic Plan will serve as the operational document for implementing this goal.

**Key Initiatives/Strategies**

1. Advance research excellence and campus-wide engagement by:

a. recruiting, developing and retaining outstanding faculty, researchers and doctoral students who strengthen research distinction, mentorship and impact

b. focusing interdisciplinary research and seed investments on Grand Challenges and Opportunities of enduring societal, scientific and technological importance

c. strengthening, assessing and governing interdisciplinary research centers to promote collaboration across academic units and optimize the university's portfolio of centers

2. Develop robust and digitally enabled resources for research and innovation by:

    a. diversifying funding through government engagement, corporate relations and philanthropic giving while strengthening technology commercialization

    b. investing in state-of-the-art laboratories, shared facilities, on-campus and cloud-based computing resources and ethical, responsible applications of AI

    c. cultivating the transformative power of AI to accelerate research while aligning Stevens' practices with evolving ethical best practices

3. Strengthen the research and innovation ecosystem by:

    a. synergizing research and education through expanded undergraduate and doctoral research experiences that advance discovery, experiential learning and professional skills

    b. leveraging the New York City metropolitan region to grow collaborations with universities, government agencies, companies, foundations and other institutions

    c. enhancing faculty-focused research administration through efficient electronic systems, professional capacity and strong compliance practices

    d. expanding pathways for corporate-sponsored research, licensing, spinout companies and other forms of economic and societal impact

The following targets and metrics provide more specificity on our aspirations and the methods by which we will measure our progress in implementing the initiatives and achieving the goals.

**Metrics and Targets**

- Increase research intensity and peer recognition by:
    - increasing research expenditures per year per tenure stream (TS) faculty members in SES and SOC from $266,000 to $500,000 (adjusted for inflation) per year*
    - Maintain the number of doctoral students per tenure-stream faculty at 3.0 in the Schaefer School of Engineering and Science (SES) and the School of Computing (SOC) and at 1.0 in the School of Business*
    - Double our total university research expenditure from $40 million to $80 million (adjusted for inflation) per year
- Build five clusters of research activities supporting the five Grand Challenges and Opportunities through the disciplined support of and execution by interdisciplinary research centers*

- Increase research translation and commercialization outcomes resulting in greater societal impact and economic value generated from Stevens research by achieving the following targets by 2032:
    - Maintain invention disclosures of at least 38 annually by 2032*
    - Execute at least four technology licenses annually by 2032*
    - Issue at least 10 U.S. patents annually by 2032*
    - Form at least two startup companies from Stevens technologies annually by 2032*
    - Generate annual technology-transfer revenue of at least $250,000 by 2032*

## Goal 4: Alumni Engagement and Development

In partnership with our alumni, foster mutually beneficial activities and relationships that: increase alumni pride in and affinity for their alma mater and each other; advance the mission and priorities of the university; and create a vibrant culture of philanthropy that inspires meaningful support to accelerate Stevens' progress and make a Stevens education accessible for talented and deserving students. In parallel, strengthen Stevens' corporate and foundation relations programs, encompassing alumni communities, corporate education, partnerships and philanthropic support.

**Key Initiatives/Strategies**

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
2. Advance and encourage opportunities to grow alumni career networks, support students, activate alumni communities, propel fundraising at all levels and elevate the volunteer experience through training and recognition.
3. Collaborate with campus partners in Student Affairs, Athletics, academic units, the Career Center and others to leverage opportunities for collaboration and increase meaningful and mutually beneficial alumni engagement.
4. Strengthen the foundation of fundraising by:
    a. expanding the universe of donors, building a strong foundation for sustained philanthropic growth

b. ensuring the success of a capital campaign 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 impact of philanthropy on their education and the value of their future roles as engaged alumni
f. substantially increasing the endowment

The following targets and metrics provide more specificity on our aspirations and the methods by which we will measure our progress in implementing the initiatives and achieving the goals.

**Metrics and Targets**

- Using the higher education industry standard developed by the Council for Advancement and Support of Education (CASE) that measures activity across four categories (volunteerism, philanthropy, experiential interactions and communication), increase the engagement score for traditional students (excludes CPE) from the FY26 baseline of 19.5% by at least 1% annually as the size of graduating classes grows. To capture deeper and more meaningful engagement, increase the percentage of alumni exhibiting two or more behaviors from the FY26 baseline of 4.6% to 8% by 2032*.
- Execute a multi-year capital campaign that is significantly higher than Stevens' previous campaign; reach a target of $150 million for the endowment, a $50 million increase from the previous 10 years. Increase the original 2032 target to raise $50 million in corporate and foundation gifts by 2032 to $75 million. The 2022 baseline was $1.8 million and the cumulative total as of FY26 was $47.2M*

## Goal 5: Building Community and Human Capital

Continue to cultivate an inclusive, high-performing and connected Stevens community where students, employees, alumni and partners feel a strong sense of belonging, contribute their talents and strengthen institutional pride and impact.

**Key Initiatives and Strategies**

1. Establish mechanisms to enhance and allow for networking, mentorships and other opportunities for professional and personal development

2. Expand sponsorship, encourage dialogue and collaboration within the Stevens community and with Hoboken and local communities

3. Implement recruiting policies and protocols to produce an outstanding, dedicated and engaged applicant pool of students, faculty and staff members

4. Develop skills for leadership and pedagogy among faculty, staff and students, enabling them to engage in a global community and contribute to an inclusive teaching, learning and work environment

**Metrics and 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

- Develop or strengthen a minimum of five initiatives or programs for each population (students, staff, faculty and alumni) to enhance and allow for networking, mentorships and other opportunities for professional and personal development

- Establish or expand upon 10 initiatives to increase dialogue and encourage collaboration with Hoboken and local communities

## Goal 6: Institutional Resilience and Sustainable Infrastructure

Optimize the university's resources by continuing to strengthen its financial position and outlook, modernize and efficiently utilize its physical and digital infrastructure and embrace clean energy technologies and best practices.

**Key Initiatives/Strategies**

1. Expand upon the university's efforts to align and optimize operating and capital finances to support strategic endeavors and critical needs via long-term planning and regular analyses of revenue and expenditures

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 AI and other technology tools to enable data-informed decision making and efficient operations

3. Harness the university's cyber, physical, technical and financial resources to expand on its commitment to 100% renewable electricity and transform the Stevens campus into a living test bed to support and advance our commitments toward sustainable infrastructure

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

5. Maintain and evolve a secure, resilient and adaptable digital infrastructure, including computing, network and data capabilities, to support the changing needs of teaching and learning, research and university operations

The following targets and metrics provide more specificity on our aspirations and the methods by which we will measure our progress in implementing the initiatives and achieving the goals.

**Metrics and 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 an investment grade credit rating(s) issued by S&P, considering previous infrastructure investments (the University Center Complex) and those to be made during this strategic plan*

- Cultivate a university-wide culture of sustainability by embedding environmental stewardship, social responsibility and climate and economic resilience into all facets of campus life, as demonstrated by annual submission of an AASHE (Association for the Advancement of Sustainability in Higher Education) STARS (Sustainability Tracking, Assessment and Rating System) report, targeting AASHE STARS Gold recognition*

- Develop a decarbonization plan and consult its findings and recommendations in all renovation and infrastructure projects performed by the departments of Facilities Operations and Design & Construction.

- Continue to advance the design and construction of the Digital Innovation Hall, an academic and residential building that will house the new School of Computing (relates to Goal 1: Undergraduate Education and Experience; Goal 2: Graduate Education and Experience and Goal 3: Research and Innovation)*

## Goal 7: Academic Reputation

Continue to expand the visibility of Stevens, its people and its achievements among key academic, enrollment, corporate, government 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**

- Implement a multi-faceted optimization initiative for Stevens.edu with technical, content, search engine optimization (SEO) and answer engine optimization (AEO) to

increase web traffic, SEO/AEO rankings, engagement and conversion to leads, applications and enrollments.

- As resources allow, continue a brand awareness and reputation campaign that includes paid advertising, social media and media placements in tier-one and tech, business, trade and metro media. Promote thought leadership opportunities for Stevens leadership and faculty in media, government and policy-making forums and prestigious national and international conferences.

- Continue and, as resources allow, expand campaigns to influence peer assessment of key rankings.

- Provide strategic, analytical, creative and marketing support for Stevens' domestic and international enrollment efforts.

The following targets and metrics provide more specificity on our aspirations and the methods by which we will measure our progress in implementing the initiatives and achieving the goals.

**Metrics and Targets**

- Building on the foundation of 2021-26, continue to increase 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 by at least 10% year-over-year (YOY), thereby doubling the number of such placements from the 2021 baseline.

- Increase SEO/AEO search volume and appearances by at least 5% YOY. Establish initial benchmark and grow overall undergraduate and graduate leads/inquiries derived from Stevens.edu by 5% YOY (post benchmark). Establish baseline and increase combined engagement metric by 5% YOY.*

- Continue the growth in Stevens' social media engagement across all Stevens channels and increase unique visitors and page views to Stevens.edu by 5-10% per year, with a focus on prospective students, alumni and university leadership peers.

- Increase institutional reputation as measured by the Academic Reputation Index[2] from the 2026 baseline of 1.24.*

- Increase external student and faculty awards, as well as faculty publications in prestigious journals, conference proceedings and respected thought leadership opportunities commensurate with research growth.

**[2]The Academic Reputation Index measures peer reputation, brand awareness, undergraduate applications, graduate applications, media placements, social media followers, web traffic, referring domains and research awards.**

## Overview of Implementation Plan

The 10-year plan that the Stevens community developed in 2021-22 set ambitious goals for our university. Our ongoing progress toward these goals will continue to require the participation of all members of our extended university community. During each of the past five years, implementation plans have been developed annually by the leadership team to execute the Strategic Plan and set annual targets. “Objectives letters,” based on the implementation plan for the next fiscal year, were developed and sent to the Provost and each Vice President. The Implementation Plan and objectives letter articulate the goals and priorities for the next fiscal year.

Going forward, we will continue this practice and diligently develop an annual implementation plan each year to ensure that the priorities set forth in the Strategic Plan are implemented across the university.

Importantly, these implementation plans will inform the annual development of the university’s financial plan to allocate available resources to strategic initiatives.

Deans and members of the academic leadership team will have a high level of engagement, accountability and authority in implementing the academic-related aspects of this Strategic Plan. As a result of the budgeting process and through school- and department-level efforts, unit-level targets will be set, and resources will be allocated to support the institutional goals established in this plan.

Each Dean will work proactively with faculty to develop school- and department-level implementation plans for the academic goals, and the Provost and academic leadership will continuously collaborate with the Faculty Senate to develop and deploy Stevens-wide implementation plans for these goals. The Faculty Senate, in turn, in close collaboration with the standing committees of the faculty, such as the Academic Planning and Resources Committee, the Institute Curriculum Committee and the Research and Entrepreneurship Committee, will review the implementation plans and procedures and provide input from the faculty at large.

An annual report of university-wide progress toward annual objectives has been distributed and posted to Stevens.edu each year, and we will continue this practice.

## Conclusion and Next Steps

As we adopt this updated version of our Strategic Plan, updates on progress and implementation have been included and are provided regularly to key constituencies within the university. Once-per-semester Conversation with the President presentations also provide updates on implementation and progress toward goals, with opportunities for discussion and questions from the community. In addition, the Provost and Deans will present implementation and progress updates regularly at faculty meetings and/or Faculty Senate meetings, and other vice presidents will provide regular updates as invited. The Faculty Senate and the standing committees will communicate regularly on the implementation process with the faculty at large.

Results of implementation efforts — as well as external trends and forces — will be closely monitored, and leadership may adjust goals and tactics depending on the changing circumstances. As this midpoint review demonstrates, the Stevens Strategic Plan, Stevens 2032: Inspired by Humanity, Powered by Technology®, is a living document, demonstrated through transparent annual reporting, engagement of key stakeholder groups and a structured process for annual and midpoint revisions.

# Acknowledgement

The members of the Strategic Planning Midpoint Review Committee played a pivotal role in collecting, evaluating and synthesizing inputs from many members of our community. Their contributions to the development of this plan, and their role in shaping the future of this university, cannot be overstated.

In 2026, the following group led the effort to review and update the plan at its midpoint:

- Ms. Beth McGrath, Vice President for University Advancement and Chief of Staff (co-chair)
- Dr. Jianmin Qu, Senior Vice President for Academic Affairs and Provost (co-chair)
- Dr. Cindy Chin, Vice President for Enrollment Management
- Dr. Brendan Englot, Anson Wood Burchard Endowed Professor and Interim Dean of the School of Computing
- Dr. Sheraine Gilliam, Vice President for Human Resources and Chief Human Resources Officer
- Dr. Sara Klein, Vice President for Student Affairs
- Dr. Aron Lindberg, Associate Professor, School of Business
- Dr. Gregory Morgan, Professor, School of Humanities, Arts and Social Sciences
- Ms. Maria Sinaileen Ouckama, Associate Provost
- Mr. Michael Parente, Vice President for Information Technology and Chief Information Officer
- Ms. Theresa Pascoe, Associate Vice President for Finance
- Dr. Antonia Zaferiou, Associate Professor, Biomedical Engineering, Schaefer School of Engineering and Science

## Appendix: Strategic Plan Metrics and Midpoint Adjustments

In the table below, shading in the "Change from Original Target" column shows lowered targets in light red (▼) and raised targets in light green (▲). Unshaded cells are unchanged or new targets.

| Goal | Metric | Baseline Fall 2021 / FY21 | Midpoint Fall 2026/FY26 | New 2032 Target | Notes | Change from Original Target |
|---|---|---|---|---|---|---|
| 1 | Continue to make Stevens a destination university, such that first-year student applications increase annually and selectivity (admission rate) improves year-over-year from current position of 51% | 11,320 | 11,571 | 15,000 | Data for each entering fall cohort (i.e. Fall 2022, Fall 2026) | Original application target was to double ▼ |
| 1 | Continue to make Stevens a destination university, such that first-year student applications increase annually and selectivity (admission rate) improves year-over-year from current position of 51% | 52.7% | 51.4% | 46.40% | | Original selectivity target 24% ▼ |
| 1 | Consistently maintain our six-year graduation rate at 87% or better | 87.3% | 85.3% | 89.0% | Data for entering class Fall 2016, Fall 2020, and Fall 2026 | Original target 92% ▼ |

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| 1 | Maintain or improve student success upon graduation, including employment and admission to prestigious graduate programs, with at least 93% of graduates securing desired outcomes within six months of graduation | 95.0% | 93.4% | 93.0% | Data for Class of 2021, Class of 2025 | Original target 96% ▼ |
| 1 | Broaden Stevens' reach on a national and international scale by increasing our combined domestic out-of-state and international student enrollment from 35% to at least 42% | 37.6% | 39.8% | 42.0% | New first-year student percentage each year | Original target 50% ▼ |
| 1 | Increase and maintain the reach of The Stevens Investment to include transfer students and an income level of at least $100,000 | N/A | $75,000 | $100,000 | The Stevens Investment started for the Fall 2026 entering class | N/A (new goal) |

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| 2 | Maintain the number of doctoral students per tenure-stream faculty at 3.0 in the Schaefer School of Engineering and Science (SES) and the School of Computing (SOC), and at 1.0 in the School of Business | 469 | 439 | 439 | # of doctoral students each year | Original target 4.0 for SES/SSE and 1.4 SSB ▼ |
| 2 | Continue to make Stevens a destination research university for on-campus graduate master's students by increasing full-time enrollments each year by at least 5% | 1,343 | 384 | 490 | # of new full-time master's on-campus students per year (Fall numbers only) | Original target was for selectivity, not enrollments |
| 2 | Maintain the career outcomes rate for graduate students at 95% within six months of graduation | 95% | 93% | 95% | Midpoint is Class of 2025. | No change. |
| 2 | Aim at 15% annual growth for online programs | $7.3M | $23.70M | $47.67M | in $ millions; 2026 is AY25-26 | Original target measured in online FTE |

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| 3 | Increase research expenditure per year per tenure stream (TS) faculty members in SES and SOC from $266,000 to $500,000 (adjusted for inflation) per year | $296,692,000 | $525,758 | $500,000 | Need to confirm FY26 once expenditures and books are closed- per year per tenure stream (TS) faculty member in SES and SOC | Original target was $450,000 ▲ |
| 3 | Maintain the number of doctoral students per tenure-stream faculty at 3.0 in the Schaefer School of Engineering and Science (SES) and the School of Computing (SOC), and at 1.0 in the School of Business | 3.0/1.0 | 3.0/1.0 | 4.0/1.4 | Need to confirm FY26 after expenditures and books are closed/ SES&SOC/SSB | Newly added to this goal (consistent with updated Goal 2 target) |
| 3 | Double our total university research expenditure from $40 million to $80million (adjusted for inflation) per year | $39.2M | $69.4M | $80.0M | per year per tenure stream (TS) faculty member in SES and SOC | No change |

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| 3 | Build five clusters of research activity supporting the five Grand Challenges and Opportunities through the disciplined support of and execution by interdisciplinary research centers. | 0 | 0 | 5 | This is tied to the Research Strategic Plan so it is new | Change from "interdisciplinary centers" to "GCOs" consistent with Research SP |
| 3 | Maintain an invention disclosures of at least 30 annually by 2032 | 21 | 39 | 30 | 2026 was an extraordinary year | N/A (new goal) |
| 3 | Execute at least 4 technology licenses annually by 2032 | 1 | 0 | 4 | | Original plan target was to increase technology licenses/ options per year from 7 to 25 ▼ |
| 3 | Issue at least 10 U.S. patents annually by 2032 | 8 | 12 | 10 | | N/A (new goal) |
| 3 | Form at least 2 startup companies from Stevens technologies annually by 2032 | 1 | 0 | 2 | | N/A (new goal) |

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| 3 | Generate annual technology-transfer revenue of at least $250,000 by 2032 | $36,500 | 0 | $250,000 | Historically sporadic | N/A (new goal) |
| 4 | Using the higher education industry standard developed by the Council for Advancement and Support of Education (CASE) that measures activity across four categories (volunteerism, philanthropy, experiential interactions and communication), increase the engagement score from the FY26 baseline of 19.5% by at least 1% annually as the size of graduating classes grows. | 19.5% | 19.5% | 25.0% | | Original target: 25% or 3% compounded annual growth over 10 years. New target does not include alumni of CPE. |

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| 4 | To capture deeper and more meaningful engagement, increase the percentage of alumni exhibiting two or more behaviors from the FY26 baseline of 4.6% to 8% by 2032. | N/A | 4.6% | 8.0% | | N/A (new goal) |
| 4 | Execute a multi-year capital campaign that is significantly higher than Stevens' previous campaign. | $200M | N/A | | | No change |
| 4 | Raise $150 million for the endowment, a $50 million increase from the previous 10 years | $10.1M in new gifts/pledges in FY21 | $87.1M cumulative new gifts and pledges from FY22 through FY26* | | *FY26 total to be confirmed | No change |
| 4 | Increase the original 2032 target to raise $50 million in corporate and foundation gifts by 2032 to $75M. | $1.8M | $47.2M | $75M | Baseline is FY22 | Original target was $50M ▲ |

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| 5 | 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. | | | | | No change |
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|---|---|---|---|---|---|---|
| 5 | Develop or strengthen a minimum of five initiatives or programs for each population (students, staff, faculty and alumni) to enhance and allow for networking, mentorships and other opportunities for professional and personal development. | | | | | N/A (new goal) |
| 5 | Establish or expand upon 10 initiatives to increase dialogue and encourage collaboration with Hoboken and local communities. | | | | | N/A (new goal) |

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|---|---|---|---|---|---|---|
| 6 | 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 | | | | | No change |
| 6 | Maintain an investment grade credit rating(s) issued by S&P, considering previous infrastructure investments (the University Center Complex) and those to be made during this Strategic Plan | | | | | Original target was to maintain credit rating of BBB+ |

| | | | | | | |
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| 6 | Cultivate a university-wide culture of sustainability by embedding environmental stewardship, social responsibility and climate and economic resilience into all facets of campus life, as demonstrated by annual submission of an AASHE (Association for the Advancement of Sustainability in Higher Education) STARS (Sustainability Tracking, Assessment and Rating System) report, targeting AASHE STARS Gold recognition | | | | | No change |

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|---|---|---|---|---|---|---|
| 6 | Develop a decarbonization plan and consult its findings and recommendations in all renovation and infrastructure projects performed by the departments of Facilities Operations and Design & Construction. | | | | | N/A (new goal) |
| 6 | Continue to advance the design and construction of the Digital Innovation Hall, an academic and residential building that will house the new School of Computing (relates to Goal 1: Undergraduate Education and Experience; Goal 2: Graduate Education and Experience and Goal 3: Research and Innovation) | | | | | No change |

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|---|---|---|---|---|---|---|
| 7 | Building on the foundation of 2021-26, continue to increase 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 by at least 10% YOY, thereby doubling the number of such placements from the 2021 baseline. | 142 | 397 | | | No change |

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|---|---|---|---|---|---|---|
| 7 | Increase SEO/AEO search volume and appearances by at least 5% YOY. Establish initial benchmark and grow overall undergraduate and graduate leads/inquiries derived from Stevens.edu by 5% YOY (post benchmark) and establish baseline and increase combined engagement metric by 5% YOY (including aggregated total volume of clicks to online tour, scheduling an undergrad visit, clicks to graduate events and open houses, etc.). | | | | | N/A (new goal) |
| 7 | Continue the growth in Stevens' social media engagement across all Stevens channels. | 128,107 followers | 186,437 followers | | Midpoint is FY25 | Original target was to double the number of impressions, engagements and followers |

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|---|---|---|---|---|---|---|
| 7 | Increase unique visitors and page views to Stevens.edu by 5-10% per year, with a focus on prospective students, alumni and university leadership peers. | Page views 17.9M; Users 2.8M | Page views 23.2M; Users 2.9M | | Baseline is FY22 | No change |
| 7 | Increase institutional reputation as measured by the Academic Reputation Index from the 2026 baseline of 1.24. | N/A | 1.24 | | New methodology established | Original baseline was measured on brand equity score (not ARI) |
| 7 | Increase external student and faculty awards, as well as faculty publications in prestigious journals, conference proceedings and respected thought leadership opportunities commensurate with research growth | | | | | No change |