

STRATEGIC  
**PLAN**  
**2015**  

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**2020**



**ITU**

JULY 1, 2015 – JUNE 30, 2020



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# INTRODUCTION

ITU is a mission-driven organization. The Strategic Plan is built upon ITU's mission, vision, and community values and offers an approach to help ITU foster sustainable growth and development in today's dynamic environment.

This ambitious five-year plan was created as a blueprint to strengthen ITU's performance and drive ITU for the next five years. To achieve the mission, ITU's leadership team assesses the differences between its current position and desired future. We are setting clear identified goals, building a strong and solid foundation, and efficiently allocating resources to bridge the gap.

This Strategic Plan requires an eight-month collaborative planning process, led by the Office of Strategic Initiatives and coordinated by ITU's faculty and leadership team. To ensure mutual respect, agreement, and commitment from everyone, the planning team gathered extensive input from ITU's Board of Trustees, faculty, students, staff, and other stakeholders.

The effective date of this plan was adjusted to coincide with ITU's fiscal year and align with the annual budget process. The Board of Trustees Planning Committee is responsible for reviewing the draft and presenting the final strategic plan to the Board for final approval. The Board of Trustees Finance Committee will use the

final plan as a main resource to effectively manage the annual budget. This Strategic Plan will serve as a living document that will be evaluated each year to ensure the upkeep and delivery of commitments.

Currently, ITU is experiencing significant internal and external changes. The President, Gregory O'Brien, describes ITU as a "wonderful and distinctive institution with a forward-looking model of professional education and a global vision that builds on this model." These key objectives will set forth the foundation for global expansion and development. In order for ITU to move in the right direction, the university, as a whole, needs to provide full support and encourage active participation from its constituents. Along with these efforts, this Strategic Plan will guide ITU to overcome challenges and achieve its goals.



# VISION

To empower people and advance global prosperity through inventive, industry-linked Silicon Valley education.

ITU pioneers a modern, industry-focused educational model to deliver education globally.

ITU's educational pedagogy cultivates **innovative** thinking, **ethical** leadership, and **entrepreneurial** spirit through practical, **industry relevant curriculum** that reflects **Silicon Valley's culture**.

ITU closes the employment skills gap and empowers people to lead successful, enriching lives as meaningful contributors to the global community.

# MISSION



# MOTTO

Global Development  
Through Silicon Valley Education.

# ITU COMMUNITY VALUES

## **Openness**

*Let's be honest.*

We believe in having real and open dialogue with each other as we work to constantly improve what we do at ITU.

## **Responsibility**

*Take pride in your work.*

We believe in doing good work and owning our choices.

## **Teamwork**

*Make positive impact by serving others.*

We believe in working collaboratively together to address challenges openly and help each other.

## **Learning**

*Ask questions.  
Stay curious.*

We believe that learning and growing is a top priority for people who work at ITU.

## **Innovation**

*Dare to take risks.*

We believe in the spirit of agile invention and entrepreneurship, responding and adapting quickly to opportunities and challenges.

# FOUR GUIDING PRINCIPLES



# FIVE STRATEGIC GOALS

Academic Excellence  
& Student Success



Employee  
Success



Institutional Integrity,  
Responsibility & Transparency



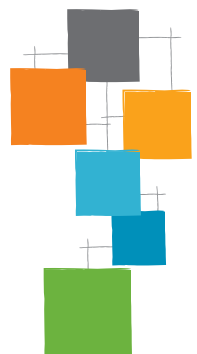
Sustainability



Technology &  
Innovation



*The goals are equally important.*



# ACADEMIC EXCELLENCE & STUDENT SUCCESS



FOSTER  
STUDENT-FOCUSED  
ENVIRONMENT AND  
UPHOLD ACADEMIC  
QUALITY AND  
INTEGRITY

## WHY IS ACADEMIC EXCELLENCE AND STUDENT SUCCESS SIGNIFICANT?

ITU strives to build and sustain a culture that supports teaching excellence and creates a more unified educational experience for all students. To better serve the students, ITU will provide beneficial resources to meet the needs of students and increase student-body participation. These efforts will reinforce the goal towards student success at ITU and beyond.

The overarching goal as a non-profit institution of higher education is to create a student-centered environment where students feel fully supported. ITU is committed to delivering a high-quality educational experience by demonstrating academic integrity, providing relevant programs, and making student support services more accessible. Periodic assessments will also be implemented in order to determine the appropriate programs for students. ITU aims to foster a culture of caring, continual improvement of efficiency, and excellent customer service for all students.

As ITU strives for academic excellence and student success, proper policies and procedures must be applied to ensure best practices. By effectively implementing and enforcing such policies, ITU will provide prompt and efficient service that meets, and exceeds, WASC-standards.



# OBJECTIVES

- A.** Maintain WASC accreditation and explore other program-based accreditation
- B.** Expand relevant and quality academic programs
- C.** Maintain high academic standards
- D.** Attract and retain outstanding and diverse faculty
- E.** Improve student learning experience and measure student learning outcomes
- F.** Provide highest quality of customer service to students
- G.** Enhance and expand career services function
- H.** Create direct industry placement opportunities
- I.** Increase overall student-body participation and benefits
- J.** Improve student retention and increase two-year graduation rate
- K.** Diversify student body
- L.** Explore new scholarship opportunities
- M.** Enhance research capabilities

# EMPLOYEE SUCCESS



FOSTER AN ENVIRONMENT THAT ENCOURAGES AND SUPPORTS EMPLOYEE GROWTH AND WELLNESS

## WHY IS EMPLOYEE SUCCESS SIGNIFICANT?

Employee gratification is the core of ITU's values. In order for ITU to reach our targeted goals, the university must promote an engaging workforce and employee wellness. Along with these efforts, ITU strives to make the workplace an environment of progressiveness and balance. By working toward career and individual advancement, the institution will see greater employee engagement and productivity in the work place.

ITU believes in creating a work culture of progressive development. As part of this culture, ITU will identify and repair internal weaknesses and make great efforts to secure a happier and, thus, more productive work environment. ITU will provide faculty and staff with the possibility of career and individual advancement through in-depth evaluations, training and education, and great healthcare benefits.

# OBJECTIVES

- A.** Foster ITU culture and values
- B.** Promote interdepartmental training and collaboration
- C.** Develop and promote career and individual advancement opportunities through training and education for faculty and staff
- D.** Develop the capability of employees and evaluate their performance, as individuals and as a group
- E.** Collect and fully assess employee feedback on a routine basis
- F.** Increase faculty and staff diversity
- G.** Increase faculty and staff retention
- H.** Maintain a competitive compensation model
- I.** Strengthen employee communication and engagement

# INSTITUTIONAL INTEGRITY, RESPONSIBILITY & TRANSPARENCY



BE THE LEADER  
FOR ETHICAL  
CONDUCT

## WHY IS INSTITUTIONAL INTEGRITY, RESPONSIBILITY & TRANSPARENCY SIGNIFICANT?

All members of the university are responsible for building a culture of integrity, responsibility, and transparency. ITU is committed to full accountability of its own actions and relays the same commitment to all students. The institution will strive to promote transparency on all levels by keeping healthy lines of communication open, both externally and internally.

With an integrity-driven culture, ITU will ensure legal and ethical compliance in every function, which will become the foundation for the university. President O'Brien strongly emphasizes that all ITU staff are responsible for following policies and plans to ensure that the institution is in full compliance with regulations and standards that are expected of respected, WASC-accredited universities. The high degree of integrity will, likewise encourage ITU to unflinchingly uphold ethical conduct, best practices, and legal compliance.

# OBJECTIVES

- A.** Comply with institutional, state, and federal rules
- B.** Strengthen institutional knowledge of non-profit, higher-education best practices
- C.** Establish strong governance processes and foster culture of ethical leadership and decision-making
- D.** Revise institutional policies to ensure fairness and transparency of processes
- E.** Maintain open and transparent communication to all stakeholders
- F.** Establish and implement appropriate strategies and effective measures to mitigate risk
- G.** Ensure proper accountability levels are maintained
- H.** Promote and support academic integrity in order to reinforce quality teaching and learning

# SUSTAINABILITY



## WHY IS SUSTAINABILITY SIGNIFICANT?

Students have chosen to invest in their future by studying at ITU. The importance of sustainability is in providing high-quality education for the next generation and proactively addressing future challenges. Ensuring the value of students' hard-earned degrees is one of ITU's highest priorities. ITU is committed to ensuring long-term sustainability by enhancing its global expansion, environmental consciousness, financial responsibility, and community involvement.

To support ITU's vision of global expansion, the university will continue to build strong ties with the local and international communities. Leveraging these strategic partnerships can guide ITU towards the development of external knowledge and merit recognition as a leading graduate and research institution. By reaching out to the local community, ITU will be able to strengthen local business ties and improve the community one step at a time. Establishing lasting global partnerships will help the university acquire high visibility and mutual-learning benefits.

ITU will manage spending and investments responsibly and ethically to ensure financial stability. The focus of the institution will be in investments that upgrade the existing infrastructure, promote faculty and staff development, and improve academic and support programs to enhance the institution's learning environment. In addition, ITU is committed to becoming an active and engaged partner through work in reducing its impact on the natural environment, volunteering, and increasing community interaction.

# OBJECTIVES

- A.** Develop socially sustainable processes and promote community awareness
- B.** Develop financially sustainable processes and make continual improvements in financial management
- C.** Develop environmentally sustainable processes and improve recycling habits, reduce waste stream, and reduce carbon footprint
- D.** Diversify income streams
- E.** Explore new financial aid options for students and research programs
- F.** Enhance brand awareness locally, nationally, and internationally
- G.** Develop affiliations with international partner institutions
- H.** Expand long-term domestic partnerships
- I.** Explore student recruitment opportunities locally and internationally
- J.** Maintain relationship with alumni
- K.** Submit WASC substantive change proposals for new programs

# TECHNOLOGY & INNOVATION



ENHANCE  
TECHNOLOGICAL  
INFRASTRUCTURE TO  
SUPPORT STUDENT,  
FACULTY, AND STAFF

## WHY IS TECHNOLOGY AND INNOVATION SIGNIFICANT?

As stated by President O'Brien, ITU is "dedicated to fostering and communicating the latest innovations in technology, and doing so in industry-relevant ways." Technology and innovation must continue to be the core to ITU's identity.

ITU will adopt new solutions that will support pedagogy, benefit student learning and experience and create a more fluid and efficient workplace. To advance business processes and operational efficiencies, the institution will invest in and utilize innovative technology. In addition, it is essential to advance its fields of study and expand the curriculum to include the latest in technology development. ITU is committed to explore new educational tools to broaden and enrich students' educational experience. Technological expansion will also lead to educational expansion and allow ITU to serve student worldwide.



# OBJECTIVES

- A.** Examination of best practices and commitment towards ongoing improvement
- B.** Streamline data reporting
- C.** Using Technology to facilitate communication and engagement
- D.** Leverage technology to streamline administrative functions
- E.** Support online, in-person, and hybrid curricula delivery through technologies
- F.** Explore new teaching and learning trends and technologies to improve learning outcomes

# ONGOING PLANNING EFFORTS

ITU will continue to embrace the vision of its founder, Dr. Shu-Park Chan: To empower people and advance global prosperity through inventive, industry-linked Silicon Valley education. Creating and finalizing this document is not the end of ITU's strategic planning effort; rather, this is only the first step. The vision of ITU is as relevant today as it was 20 years ago when it was founded. The five overarching goals listed in this plan will guide ITU's work through 2020.

Concurrent with the Strategic Plan, an Operational Plan that ties with the budget process will be developed annually to identify specific action items to be undertaken to accomplish each objective under each goal. Success in implementing the plan is vital and will require a campus-wide effort. The annual planning cycle will allow everyone at ITU to pause, measure progress, recalibrate, and reprioritize projects. In doing so, ITU will pursue its mission most effectively and allocate resources accordingly.

In addition, every six to twelfth months, the Office of Strategic Initiatives will evaluate the implementation and execution of the plan. To ensure all faculty, staff, and students of ITU are focused on ITU's strategic goals and are actively involved in the progress being made, regular updates will be provided to all key stakeholders. By 2020, this plan will reflect proudly in all ITU has accomplished.

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**International Technological University**

[itu.edu/strategicplan](http://itu.edu/strategicplan)

