



Performance Improvement Plan

Fashion Institute of Technology

Campus: Fashion Institute of Technology

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Section 1

Introduction - One of New York City's premier public institutions, FIT is an internationally recognized college for design, fashion, art, communications, and business. We are known for our rigorous, unique, and adaptable academic programming, experiential learning opportunities, academic and industry partnerships.

While our pedagogical mission is to prepare students for professional excellence in design and business, our broader ethos is to foster creativity, inspire leadership, impart a global perspective, and educate students to embrace inclusiveness, commit to sustainability, and engage with community. We encourage students, scholars, teachers, and industry colleagues to cross traditional boundaries of both geography and disciplines. Together we strive to develop innovative design and strategic business solutions that will upend the status quo, create personal and professional opportunity, and have a lasting and sustainable global impact.

With nearly 1,000 full- and part-time faculty and about 700 staff, FIT serves approximately 10,000 full- and part-time students in 48 majors leading to Associate of Applied Science, Bachelor of Science, Bachelor of Fine Arts, Master of Professional Studies, Master of Arts, and Master of Fine Arts degrees. Forty-one percent of degree-seeking students are enrolled in the School of Art and Design and 55 percent are enrolled in the Jay and Patty Baker School of Business and Technology. Approximately 10 percent are Asian, 10 percent are African American/black, 16 percent Hispanic, three percent multiracial, and 46 percent are white. Twelve percent are international students. Forty percent of the students are New York City residents and 25 percent are residents of other areas of New York State. The average age of our full-time degree seekers is 23, and 85 percent are female. The retention rate for first-time, full-time students is 89 percent.

Our faculty consists of traditional academicians from the liberal arts and leading industry professionals. They are prize-winning artists and designers, authors and consultants, industry pioneers, Fulbright scholars, researchers and entrepreneurs. Dedicated to their students, FIT faculty consistently are honored with SUNY Chancellor Awards for Teaching: they are advisers and mentors who bring to the classroom a wide range of skills and depth of knowledge. From production gurus with experience at Fortune 500 companies to advertising designers who run their own businesses, our teachers inspire our students to excel and achieve their goals. Through exhibitions, the publications of books and articles, participation in conferences, as guest lecturers, and memberships in professional organizations, they are recognized across the country and around the world.



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Mission/Standing - The FIT mission statement was revisited, updated and approved by the Board of Trustees in October, 2013. The new statement (below) supports SUNY's mission as well FIT's unique standing in the community, nationally and internationally

FIT prepares students for professional excellence in design and business through rigorous and adaptable academic programs, experiential learning and innovative partnerships. A premier public institution in New York City, FIT fosters creativity, career focus, and a global perspective and educates its students to embrace inclusiveness, sustainability and a sense of community.

The college provides a singular approach to higher education—blending a “real world” based curriculum and hands-on instruction with a rigorous liberal arts foundation, marrying design and business, supporting individual creativity in a collaborative environment, and encouraging faculty members to match teaching expertise with professional experience.

Among its peers, FIT distinguishes itself by the combination of its superior faculty of practitioners and scholars, its pioneering curriculum, unique New York City location and campus environment, its rate of student success, and its global reputation.

Program Mix/Center/Distinct Programs - FIT is world-renowned as a leader in career education, most specifically in the fashion and creative industries. Fashion Design and Fashion Business Management are the college's best-known and most popular programs, followed closely by Advertising and Marketing Communications and Communication Design (with specializations in Advertising Design, Graphic Design, Packaging Design, and Visual Presentation and Exhibition Design). The college is made up of four schools: Art and Design, the Jay and Patty Baker School of Business and Technology, Liberal Arts and the School of Graduate Study.

Each of the 41 undergraduate majors is built on a foundation of liberal arts courses. Students are offered the opportunity to select from 17 liberal arts minors, including International Politics, Psychology, Ethics and Sustainability, and Economics. The School of Liberal Arts itself offers two majors: Art History and Museum Professions and the interdisciplinary Film and Media Studies.

Internships are a requirement for most undergraduate programs and are available to all matriculated students. Sponsors include American Eagle Outfitters, Bloomingdale's, Calvin Klein, Estee Lauder, Hearst Magazines, MTV, and Saatchi & Saatchi.

The college also offers seven graduate programs focusing on the creative industries. They include: Art Market: Principles and Practices; Cosmetics and Fragrance Marketing and Management; Exhibition Design; Fashion Textile Studies, History, Theory, Museum Practice; Global Fashion Management; Illustration; and Sustainable Interior Environments.

The Presidential Scholars program, available to academically exceptional students in all disciplines, offers special liberal arts courses, projects, colloquia, extracurricular activities, and off-campus visits designed to broaden horizons and stimulate discourse.

FIT also offers a robust study abroad experience with two campuses in Italy—one in Milan and one in Florence—where students study fashion design or fashion business management. The college also offers options



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in such countries as Korea, Australia, China, England, France, and Mexico, where students can spend their winter or summer sessions as well as a semester or full academic year abroad.

A full complement of activities—more than 60 organizations, athletic teams, special-interest clubs, and major-related groups—round out student life on campus.

Through its Center for Continuing and Professional Studies, FIT offers a vast selection of short courses, more than 30 certificate programs and company/workforce training programs for a large population of professionals seeking skill building opportunities. The Center also offers Pre-College Programs for middle and high school students, and specialized offerings for international students in the areas of English Language Study, most recent of which is FIT's new Intensive English Language program, which is co-sponsored by the School of Liberal Arts and the Center for Continuing and Professional Studies.

The Museum at FIT, New York City's only museum dedicated exclusively to fashion, contains one of the most important collections of fashion and textiles in the world. Accredited by the American Alliance of Museums, it operates year-round and presents exhibitions and programs that are free and open to the public. The Gladys Marcus Library provides more than 300,000 volumes of print, non-print, and electronic materials, many of which support the college's specialized curricula. Other cutting-edge college facilities, including a fragrance development laboratory, film studio, design/research lighting lab, knitting lab, toy design studio, and broadcast studio, enhance the student experience.

Post Graduation Success - FIT has succeeded in its mission of preparing students for success, producing highly skilled, workplace-ready graduates the majority of whom remain in New York City and State---contributing to the economy and to New York's celebrated creative core. They have become leaders in every discipline we offer and our alumni include household names such as Calvin Klein, Joe Zee, and Michael Kors.

From the most recent survey of alumni one year after graduation, 86 percent of employed bachelor's degree graduates and 83 percent of employed associate degree graduates who were not attending school worked full-time. Among bachelor's graduates who worked full-time, 59 percent earned more than \$40,000 per year and 75 percent had jobs with health insurance. Forty-nine percent of associate degree graduates not attending school earned more than \$40,000 per year and 69 percent had jobs with health insurance. Among working graduates, 84 percent stayed in New York State to work, with 75 percent of them working in New York City. (Results are based on 738 responses to the survey which had a 22 percent response rate.)

New York Job Linkage Act - Indeed, FIT was twice a recipient of funds from Governor Cuomo's *Next Generation NY Job Linkage* program, receiving \$256,100 in FY 2014 and \$257,423 in FY 2015. These awards were among the highest granted to any community college and were based on the following metrics: employment in the second quarter following graduation, wage gains that outpace inflation, timely completion of degrees and progress toward completion. These funds have enabled FIT to continue to invest in services that support job linkage program goals such as its Career and Internship Center, Academic Advisement Center and Writing Studio.

Moreover, FIT graduates continue to do well over time. In its most recent survey, *Payscale.com*---the salary, benefits and compensation information company---reported that FIT alumni ranked second in the nation among community colleges in terms of median mid-career salaries (\$72,100) while bachelor of fine arts majors came in second as well with a median mid-career salary of \$91,000.

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FIT Strategic Plan- FIT's strategic plan, *OUR LEGACY, OUR FUTURE: FIT BEYOND 2020* was approved by its Board of Trustees in October 2013 and is currently in the implementation phase. It is a five-year plan but is revisited each year to ensure currency and relevance. It is comprised of three major goals along with specific strategies, all supporting FIT's revised mission statement. Goals and initiatives are also broadly aligned with SUNY's six big ideas and address SUNY Excel Goals of Access, Completion, Success, Inquiry (Research) and Engagement. Sustainability and inclusion, which are incorporated into FIT's new mission statement, are also incorporated in each of the following three goals:

Goal 1 – Ensure Academic and Creative Excellence - Provide a rigorous learning experience built on the highest standards of academic and scholarly excellence, an environment that promotes creativity and experimentation, and diverse experiential learning with a variety of industry partners. Strategies include:

- Build flexibility into the curriculum
- Encourage greater participation in minors and electives
- Expand programs in the liberal arts
- Require a third year experience course
- Recruit, develop and retain outstanding faculty
- Develop a visiting faculty/distinguished-practitioner program

Goal 2 – Be an Innovation Center for the Creative Industries Worldwide - Partner with creative industries worldwide to help anticipate and address key challenges, build a stronger culture of innovation and entrepreneurship at FIT, and establish collaborations that translate creative ideas into action. Strategies include:

- Establish an Innovation Center@FIT to foster research, creative work and strategic partnerships.
- Create an organizational and information infrastructure that promotes innovation and experimentation.
- Increase the visibility and recognition of the research and creative activities of FIT faculty, students and partners.

Goal 3 – Provide an Empowering Student Experience in a Cohesive Community - Build an inclusive community in which students engage with, learn from and inspire each other, discovering how their differences and similarities promote creativity, intellectual and personal growth, and understanding. Create FIT traditions that generate a strong sense of community and school spirit, building affinity with the College as a whole among current students and engendering loyalty among alumni. Strategies include:

- Promote greater academic and co-curricular intellectual engagement for students.
- Make international perspectives and understanding fundamental to the student academic and co-curricular experience.
- Build and enhance physical and virtual spaces that promote a deeper sense of community.
- Increase alumni engagement with FIT.

As part of the strategic planning process, the College also engaged in a “Brand and Image” study resulting in a refreshed FIT brand to accompany key marketing and communications goals.

<https://www.fitnvc.edu/21761.asp>

Excels Goals -Despite the fact that FIT far exceeds most of the targets set for the community college sector, the college is nevertheless projecting a slight improvement in the area of access, completion and success as well as a



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significant increase in its philanthropic endeavors, which includes alumni engagement. We also will be putting in place mechanisms to increase research activities for faculty and students.

Environmental Factors - FIT makes these commitments not only in the spirit of continuous improvement, but also in recognition of current challenges. For instance, high school graduation rates nationally continue to decline and that, along with a decrease in students interested in the art and design fields, will challenge our enrollment strategies. In addition, as the economy improves, interest from those seeking non-degree credentials dwindle. Government funding continues to decline. And FIT continues to suffer from a significant shortage of space; its buildings and facilities are old and require constant maintenance and renovation to which we are nevertheless committed, particularly as we strive to ensure that our buildings are environmentally-friendly.

Investment and Performance Fund - FIT received approval of its white paper and has submitted a complete proposal for funding from SUNY's Investment and Performance Fund. Contingent upon continued SUNY funding, our plan is to double enrollment in our EOP program over the next four years --increasing participation in the program by 50 students per year to a total enrollment of 400 students. We propose to expand the scale of our success by replicating its current model of recruitment, staffing, and student support services. There are a number of aspects to FIT's current programs and activities that make it distinctive from other EOP programs. Building upon this foundation will allow FIT to grow the program quickly while maintaining a high level of student success and addressing SUNY's completion goals of access, completion and success.

Section 2 – Performance Plan

2.1 Access

Enrollment - As will be described in more detail in the “Completion” section, due to physical capacity constraints, FIT seeks to enroll 10,000 full-and part-time students consistently and grow from 9201 FTEs in Fall 2014 to 9295 FTEs in Fall 2018 and 9338 FTEs by 2020. The limited growth will come from an expansion of our Film and Media Program, a planned MFA program in fashion design, and from maximizing available space in several under-enrolled art and design programs.

FIT's enrollment is diverse and represents many groups: First time freshman straight out of high school; traditional transfer students; returning adults changing careers, and non-degree students seeking a specific skill. With this variety, FIT is able to balance changing demographics as each pool shifts based on any number of global factors.

In the area of non-credit programs, FIT will continue with programmatic offerings that have been successful while also establishing a goal to grow non-credit enrollment by an additional 500 students by 2020. Broad areas being considered for growth include: online offerings for professional short courses and pre-college programs; offsite programs for company training at corporate locations; precollege offerings through partnerships with school-based organizations; community development opportunities sponsored by local Chamber of Commerce groups and local business development organizations; courses and activities offered in collaboration with sister SUNY schools; hybrid on-campus programming and precollege offerings that host international students at FIT.

NYS Residents Served by SUNY - The majority of FIT's students are residents of New York City or New York State. The college takes its mission to serve the city and state seriously and continually evaluates where



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the strongest mix of talent comes from. An advantage of FIT is that our academic mission---and New York City location--- attract students from all over the globe who seek to remain in New York after they graduate.

As we move forward in balancing our enrollment make-up, FIT is committed to keeping its service to New York State and New York City a priority while balancing the enrollment of out-of-state and international students whose diversity bring a valuable outlook into the classroom and into the industries we serve.

Diversity - FIT has made strides in recent years to diversify its student body. Our Hispanic population is on the rise and our international student population holds steady at 12 percent. Still, we recognize the need for improvement and have undertaken initiatives to increase enrollment of underrepresented minorities and address gender diversity. For instance with males making up only 15 percent of our student body, the Admissions Office is using part of a Perkins Grant to increase the number of men enrolled. As referenced on page 4, we are seeking to expand our EOP enrollment from 215 to 400 students over the next four years. We are in discussions with the New York City Department of Education to help expose public middle and high school students to FIT's wide range of creative programs of potential interest to them in order that they may be inspired to see college as a viable option. In addition, we are currently developing a "Cultural Fellows" program to provide opportunities for international students and those with significant experience abroad to work and collaborate with faculty, staff and their peers to advance cross-cultural sharing, communication and understanding campus-wide.

As part of our development plan (see page 11), we have established an aggressive scholarship campaign that will increase access for those for whom FIT's modest tuition nevertheless remains unaffordable.

In 2008, FIT's president created a Diversity Council comprised of a cross section of college constituents to foster inclusion within the campus community, enrich understanding and enhance global awareness. The Council has developed a robust program of activities for faculty, staff and students that have been instrumental in helping to achieve these goals. In 2012, FIT conducted a diversity climate survey designed to assess the college's progress in creating and maintaining an inclusive and welcoming campus environment. While the results were generally positive, a group of recommendations emerged pinpointing certain areas that needed improvement, and we are now the process of implementing these recommendations. In addition, FIT recognizes its population of students who identify as transgender or are transitioning. Several years ago, we created a campus-wide committee which produced a report with a series of recommendations for addressing transgender issues which are now being addressed. This includes restrooms, residence options, ID cards, college forms, locker rooms, training for the community and programs in counseling and health services.

In 2011, FIT's president developed a Faculty of the Future initiative with the goal of identifying, along with the campus community, the diverse skills, competencies, backgrounds, and expertise required among new faculty to meet the needs of the students of the 21st century. Since then, the college has hired more than 25 new, full-time, tenure-track faculty who fulfill those criteria. This initiative has also enabled the campus to focus on faculty development programs for current faculty that align with these skills and competencies. Over the past several years, and in line with the College's strategic plan, the focus has been on interdisciplinary teaching, technology, and globalism.

A critical goal for FIT is to increase full-time tenure track faculty lines. The college proposes to increase full-time lines by 34 (12.8 percent) from 266 to a total of 300 by 2020. Budgeted full-time faculty lines will increase to 281 by 2018 and 300 by 2020. These new lines will be filled strategically keeping in mind the college's goals for research, interdisciplinary and team teaching as well as increased on-line delivery. The College will continue

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to support its successful Center for Excellence in Teaching to provide growth and development for its current and new full-time and adjunct faculty members.

Capacity - FIT continues to assess its programmatic needs and demands of students as well as maintain its strong relationships with industry to keep pace with the ever-changing competencies its leaders seek from its graduates. To this end, we will maintain an on-going assessment of our existing programs and institute curricular changes as needed. Concurrent with this, and as part of our enrollment management efforts, we will continually assess the numbers of students enrolling in each program to decide which programs we may need to refocus or which new programs we may need to develop. We will also use the waitlist feature of Banner to help us identify course demand and, given our shortage of space, we will investigate improvement strategies for current room and course scheduling systems in order to improve efficiencies for room usage.

Due to high demand, FIT will be growing its Film and Media program over the next three years and plans are in place to develop an MFA in Fashion Design.

FIT considers online learning an important element of access, completion and capacity and our growth in online learning over the past six years has been significant. The number of online credit sections offered by FIT has grown from 223 in AY 2009-10 to 506 in 2014-15. We also offer 108 online non-credit course sections and 25 blended credit course sections each year. Since online learning also supports the FIT strategic plan's call to build flexibility into the curriculum, we will continue a steady increase of online courses of five percent a year by, among other things, offering our minors online. Currently, we offer only two online degree programs: a Fashion Business Management associate degree and an International Trade and Marketing bachelor degree. We will investigate how we can increase our number of fully online degree programs which would expand global outreach. FIT will continue its partnership with the SUNY COIL (Collaborative Online International Learning) Center. Working with the COIL Center, the college is currently preparing three courses that will feature COIL components--online modules to facilitate FIT students interacting with international students as they complete shared coursework. These courses will launch in spring 2016. This is another area of interest for delivering on our global vision.

2.2 Completion

Completions - Since FIT has limited physical capacity to add more students, our focus is on increasing retention and graduation rates – moving students through the pipeline faster by an investment in first-year educational programming, and more effective and efficient intervention.

Although, as noted below, FIT consistently does very well in retention, graduation rates and time-to-degree, we always look for ways in which to improve. For instance, as part of our strategic plan, FIT is implementing a plan to create a new first year and transfer student experience. While our retention is strong, we see an opportunity to assist students further in understanding ways to navigate the FIT system and to address barriers that may keep them from graduation. The Academic Advisement Center has begun to coordinate early warning systems and proactive advising to students on probation. In addition, the Registrar is undertaking a study to identify students who have completed a degree, but not applied for graduation. We can assist students in earning their degrees by proactively identifying and assisting those with minimal credits left to graduate who may very easily be able to complete their degree.

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We plan to increase the number of undergraduate certificates awarded from 74 in 2013-14 to 90 in 2018 to 125 in 2020, and increase the number of graduate degrees awarded from 68 in 2013-14 to 97 in 2020. We plan to remain steady in the number of degrees awarded in our bachelor and associate programs but as we undertake the strategies mentioned above, our projections may change.

Student Achievement - FIT has been successful in terms of retention, persistence, graduation, and transfer. Our rates, particularly for retention, persistence, and graduation are above the national averages, including a 73.4 percent graduation rate for our AAS programs. Approximately 70 percent of our AAS students go on to bachelor's programs at FIT. We are currently tracking data to show us where the other 30 percent go. We already know that a significant number of these students are visiting transfers into our AAS program who return to their home institutions to complete their bachelor degrees--- or are students with earned bachelors who seek the AAS credential to move into the fields FIT supports.

To continue to support the success of our students, FIT offers a full range of academic and student support services such as a Writing Studio, Math Emporium, Tutoring Center, disability and counseling services as well as a Career and Internship Center comprised of professional career counselors as well as a strong internship component. In addition, FIT opened a campus-wide Academic Advisement Center (mentioned above) in 2013 to assist students in planning their curriculum and navigating the processes of higher education. To enhance placement upon graduation, we are restructuring the Career and Internship Center to provide students an integrated internship planning and academic advising experience along with easier access to resources supporting job placement.

Graduation Rates - FIT's graduation rate has been consistently high. However, we plan to increase our three-year associate degree rate from 73 percent in 2013 to 74 percent in 2018 to 75 percent by 2020. Key activities and initiatives include the full implementation of Degree Works by Fall 2016 as well as improvements in overall advising and the implementation of the Hobsons Early Alert Program.

Time to Degree - FIT's time to degree has been consistently good and our goal is to decrease average completion time slightly from 2.5 in 2013-14 to 2.45 in 2018-19 and 2.4 in 2020 for associate and from 4.42 in 2013-14 to 4.35 in 2018-19 to 4.3 in 2020 for baccalaureate graduates. SUNY's mandate to cap graduation credit requirements to 62/126 will help in this regard.

2.3 Success

SUNY Advantage - FIT's commitment to Applied Learning is underscored in its historic mission: "FIT prepares students for professional excellence in design and business through rigorous and adaptable academic programs, experiential learning and innovative partnerships."

Out of FIT's 25 bachelor level programs, 21 specify internships as required curricular experience built into either the seventh or eighth semester of each degree program. Additionally, out of FIT's 17 Associate level programs, five require internships as part of their semester four curriculum in their respective majors. Academic programs work closely with the Career and Internships Center to identify excellent placements for eligible students. Each year, nearly 1500 students are successfully placed in a credit bearing internship experience directly related to their major.

Our goal is to increase opportunities for AAS students to have an experiential learning experience in the first two years of their degree program. We will establish mentoring programs with industry partners. With

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department chairs, we will identify possibilities for incorporating credit bearing internships as part of AAS degree programs that currently do not include such as a degree requirement.

We will expand opportunities for other types of applied learning experiences for all of our students including study abroad, service learning and undergraduate research. Currently, nearly 300 FIT students study abroad each year. To increase this number, we have developed new scholarship opportunities for students in need of financial support in order to study abroad. We have also created undergraduate research opportunities for students to undertake with faculty research mentors. We expect to increase each of these areas in the next year.

Other plans to support student success include: maintaining and expanding, as appropriate, our menu of curricular minors, in particular offerings that will be interdisciplinary in nature; creating a holistic and interconnected administrative unit to offer students integrated support in the areas of writing and communication (through the Writing Studio), mathematical competency (through the Math Emporium), and academic learning skills more generally (through the Educational Skills and Tutoring Centers); developing and supporting wider student participation in interdisciplinary research and creative activity among undergraduates, as well as between undergraduate and graduate students, through a new Student Innovation Grant Program, a pilot for which is being launched during the current fall semester; establishing an ongoing program to support visiting scholars and artists from throughout the United States and abroad (several prototypes are presently being developed and implemented) that will benefit both students and faculty and will enhance the institution's commitment to diversity; expanding our new program of granting teaching release time for faculty to pursue research that will not only broaden the faculty's professional expertise and area of emphasis, but will also strengthen student learning experiences both inside and outside the classroom (a three-year pilot program has just been implemented); expanding our ongoing commitment to serving and supporting a wider community of non-traditional students and constituents that includes industry leaders, senior learners, pre-college students, international students, alumni, and domestic and international workforce partners, through programs and activities offered through FIT's Center for Continuing and Professional Studies.

In support of our commitment to the education pipeline, we will continue to enhance our successful Pre-College Program for Middle and High School Students, which offers the most comprehensive program of design and industry-related courses for middle and high school students in New York City.

We will increase the number of credit and non-credit certificates and company training courses; offer a wide variety of short courses for professional development and skill building; and develop specialized offerings for international students in the areas of English Language Study, the most recent of which is FIT's new Intensive English Language program.

In support of our commitment to provide students an international experience, we plan to strengthen our Office of International Programs in order to embrace an agenda for broadening their international conversations across all curricula, including, as appropriate, offerings in Continuing and Professional Studies. Specific areas of focus over the next five years will include our international academic programs; support and services for international students; faculty exchanges and visiting scholars; connections with international and global industries; and creating an advisory committee for internationalization.

We also plan to expand curricular and co-curricular initiatives that capitalize and align with our strategic commitment to sustainability. Successful projects that have already been established include the President's Sustainability Council; FIT's student participation in the Clinton Global Initiative University; FIT's two-year-old Summer Institute on Sustainability which has already attracted attendees from across the United States and abroad; and a three-year-old graduate program in Sustainable Interior Environments.



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FIT has been an active participant in numerous SUNY initiatives designed to enhance student success, including its Arts and Humanities Networks of Excellence, Council on International Education, Applied Learning Initiative, investigation of Quantway and Statway as developmental mathematical tools, FACT2 as well as the SUNY-wide Assessment Committee.

Financial Literacy - FIT has very low default rate. The Office of Financial Aid and the Division of Enrollment Management and Student Success are committed to supporting students financial literacy. FIT has fully embraced the Smart Track initiative and supplemented it with additional resources which include: assigning a dedicated loan manager who personally assists students prior to entering default status; the implementation of SALT which includes 24/7 loan counseling for students and alumni; providing financial literacy workshops throughout the academic year; participating in Financial Aid Awareness Month. Financial aid staff also have a significant role in FIT's Completion Day activities.

2.4 **Inquiry**

Total Sponsored Activity- At present, FIT is beginning to build a formal infrastructure to support faculty efforts in the area of research. In alignment with FIT's strategic plan, the goal is to create and implement this structure by 2018, at which time we will also be able to establish grant revenue benchmarks and related timelines for the ensuing three to five year period.

Student's Hands-on Research -FIT students have historically participated in industry-sponsored projects both in and outside of the classroom that relate to research and entrepreneurship. As example, fashion design students were asked to design a prototype for an efficient but stylish garment for a "Bike-in-Style" competition sponsored by the New York City Department of Transportation and LVMH as the city was rolling out its Citibike program. But this is just one way in which students can engage in hands-on research. The college has recently developed a grant fund program that will award students up to \$3000 for innovative interdisciplinary research projects. In addition, our students are encouraged to apply to the Clinton Global Initiative University and have twice been selected as presenters for their innovative sustainability projects. FIT is currently in negotiations with Infor, a giant international software company, to develop the FIT/Infor Design and Tech Lab, in which students, working with Infor personnel and FIT faculty, will problem-solve for companies working on marketplace issues. The Lab, which is one component of the Innovation Center at FIT referred to in our strategic plan, is expected to launch in this academic year. As a practice, we have not collected this information in a data base but will now explore more efficient ways in which it can be compiled.

Scholarship, Discovery and Innovation - FIT faculty scholarship and creative projects are widely reflected in publications, citations, lectures, presentations and exhibitions. These accomplishments are among the criteria we consider as part of the promotion and tenure process. Each school dean is required to submit a report each year that includes this information. In addition, the College supports up to 10 full-year sabbaticals and four semester sabbaticals per year. However, we have not compiled this information into an electronic data base and we would be happy to participate in a system-wide task force focused on developing these procedures.

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2.5 Engagement

START UP NEW YORK/Applied Learning Experiences, business collaborations - FIT has not participated in Start-Up New York because it does not have the appropriate space or facilities. However, the college has a long record of engagement in economic development activities.

FIT continues to maintain its commitment to workforce development through its Center for Continuing and Professional Studies. In this regard, FIT has continued to receive SUNY Workforce Development grants virtually every year since 2001 to support small business owners as an important way to help create jobs in New York State. During this time, these grants have totaled approximately \$979,000. Toward that end, FIT has leveraged its expertise to develop programming specific to businesses in fashion or the arts. Since 2008 an emphasis has been on projects that focus on building a sustainable business. Other focus areas have been training garment workers to upgrade their skills, particularly-as “cut and sew” functions moved overseas and companies began considering returning some part of their production to New York City. The Center also launched *City Source*, a showcase and tradeshow with workshops for area fashion manufacturers and ancillary businesses to support local manufacturers and designers.

In addition to SUNY Workforce Development Grants, FIT has also received Perkins grant funding for five years that helped people secure non-traditional employment---specifically, training women in wood finishing. Funding for this project totaled approximately \$150,000 over the five-year period.

Since 2012, FIT has led a program called Design Entrepreneurs NYC, sponsored by New York City’s Economic Development Corporation and those industries that support fashion design businesses. We have garnered \$250,000 from industry, along with \$130,000 in matching funds from the City.

Most recently, FIT entered a partnership with Manufacture NY, a public-private innovation center for the fashion industry, and as part of this partnership, joined a consortium, led by MIT, to apply for a \$150 million grant from the U.S. Department of Defense.

The majority of FIT students engage in experiential/applied learning through required credit-bearing internships (see pages 2 and 9) at companies such as Hearst, Estee Lauder, L’Oreal and Ralph Lauren.

In addition, the FIT president is a member of the Mayor’s Fashion Working Group which works in collaboration with industry leaders to maintain New York City as the fashion capital of the world.

All of these activities support FIT’s founding imperative to ensure the future of the fashion and design industry in New York City.

Philanthropic Support - Recently, FIT has made a substantial investment to enhance and augment its philanthropic and alumni engagement activities. With a newly restructured Office of Development, a five-year development plan was written setting an ambitious fundraising agenda designed to bring industry best-practice standards to the operations, and ultimately to secure the additional resources needed to implement all of the goals set in the college’s strategic plan. FIT is supported in its efforts by the FIT Foundation, a private advisory board that serves, in alliance with the Office of Development, as a fundraising body for the college. In the short term, FIT will fully exploit the plan’s strategic imperatives to expand donor reach, accelerate growth of the donor pool, and enhance diagnostics to increase conversion rates and minimize risk.

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The Office of Development's new structure recognizes five distinct income streams: alumni, individual donors (outside of the alumni pool), corporate giving, foundation grants, and events. And while a review of results in recent years highlights the need to advance all sectors, FIT will also endeavor to re-balance its income streams in order to achieve ambitious financial results. We are, thereby, setting the stage for an aggressive goal of doubling current annual income levels by 2018 and tripling them by 2020---going from \$6.9 million in 2013-14 to \$12 million in 2018 and \$18 million in 2020.

This undertaking includes plans for a capital campaign designed to galvanize donor interest and communicate the sense of urgency around philanthropy and giving. Currently, we estimate an 18 month silent phase with a potential launch in 2017. In addition to constructing a new academic building (which has recently been funded by the state and the city), the campaign will be a vehicle to secure approximately \$50 million for additional capital improvements including new labs, studios, student work and recreational spaces, and galleries to display student work. The campaign will also provide resources to fully realize the college's strategic plan for an Innovation Center @ FIT.

Another focus of the campaign will be to augment FIT's scholarship fund. We currently have the capacity to award approximately \$1 million annually in scholarships, including growing opportunities for study abroad, and we are seeking to double that amount. Even our comparatively modest tuition costs are daunting to many students in New York whose families do not have the resources to help fund a college education. A more robust endowment will greatly increase FIT's ability to serve these underrepresented populations as well as to recruit top talent.

Alumni - Increasing alumni engagement is one of the major objectives in FIT's Strategic Plan. The college's Office of Alumni Relations has developed a comprehensive plan to achieve that by developing an alumni of the future program and an alumni mentoring program; creating alumni admissions ambassadors; creating programs for lifelong learning and professional development; creating an alumni engagement committee; developing a program for alumni recognition and creating a faculty on-the-road program which includes alumni.

Other activities include: improving processes to collect and maintain alumni data, including employment information; creating regional alumni programming featuring networking opportunities, alumni and faculty speakers, and social events (geographic areas include Central and Southern New Jersey, California, Pennsylvania and Connecticut) with FIT's Office of Communications and External Relations, developing a comprehensive marketing strategy to maximize how we are connecting with alumni via mail, e-mail, social media and on the web; developing an annual electronic solicitation schedule.

Recognizing the need to create a culture of alumni engagement and philanthropy among students from their first day on campus, the Office of Alumni Relations also plans to work closely with student leaders to plan, staff and execute events that connect students with alumni, the alumni office and the FIT Foundation.

Alumni affinity to their respective academic departments or college is strong, and many faculty members have done an excellent job in keeping alumni connected to their academic departments. Building on that, the alumni office will bring together representatives from each FIT school to collaborate on regional and campus-based alumni activities and share best practices for strengthening alumni engagement and philanthropy at FIT.

In order to broaden the reach of FIT to an international community of approximately 3,000 alumni, the office will work with FIT's Office of International Programs and various schools within the college to strengthen our ties with this growing population through increased communication and targeted programming. FIT currently has strong alumni connections in Japan, Korea and throughout parts of Europe, which is attributed to various FIT and SUNY memoranda of understanding and exchange programs.

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Civic Engagement - FIT is an integral part of the New York City community and New York is FIT's extended campus. The college's commitment to community is reflected in its current strategic plan as well as in SUNY's strategic plan. FIT coordinates with SUNY in supporting statewide community service initiatives such as the MLK Day of Service. Because service is part of the FIT culture, its community members are proactive in their embrace of service-oriented projects, and the need in the New York City region is wide-ranging. All registered student organizations participate in our on-going local canned food drive and through our on-going partnership with K.I.D.S. (Kids in Distressed Situations) to carry out K-12 school supply drives and to raise funds for K.I.D.S. To continue our support of children in our local community, our athletes perform in-service days in which they host children and young adults with developmental and physical disabilities through the KEEN New York (Kids Enjoy Exercise Now) program.

In all these endeavors, the campus community continues to demonstrate the professional and personal ties FIT has with the broader community it serves. In the last three years, the campus has come together to assist disaster ravaged regions like Haiti, Japan, and the Philippines and in the aftermath of Hurricane Sandy, the college community responded immediately to support those across the tri-state area devastated by the event. These efforts have earned FIT a place on President Obama's Community Service Honor Roll for three years and resulted in increased awareness of community service opportunities by the student body. In the last four years, student engagement in on-campus activities increased by 35 percent, invigorating even more the college's culture of service.

FIT currently measures civic engagement by participation in volunteer related activities. This is a flat number which shows us how many attendees participate across an academic year. Some students may participate numerous times. In the future, we will track the number of times an individual student participates in order to differentiate between students who participate and those who do not. We will then evaluate additional variables to determine what activities add value to a student's civic engagement education.

Economic Impact –In 2009, FIT conducted its first Economic Impact Study. Data analyzed included the number of individuals employed by the college, total expenditures that FIT students and visitors to the college spent in New York for goods and services (excluding wages and capital construction), and the amount of expenditures to certified minority and minority owned businesses (MWBES). This study was limited since some data were unavailable to us at the time. We plan to conduct another study within the next five years in which we will break out the college's specific expenditures for goods and services with businesses based in New York City and New York State as well as the amount of expenditures to MWBES in New York City, New York State and out-of-state. We will also include demographic and geographic data from our Center for Continuing and Professional Studies including the number of program participants; headquarter locations for all firms for which services are provided; the specific office (if at a different location in terms of city, state, out-of-state, or international); residence data for all program participants reflecting city, state, out-of state or international residential address; and the size of the firm (such as number of employees). We are also considering additional data points that might make this study even stronger.

Section 3: Conclusion

FIT recognizes that the overarching goal of SUNY Excels is continuous improvement. FIT is committed to this goal and believes the goals it has established are achievable and will significantly advance the FIT mission as well as its service to its students, the New York City community, New York State and beyond. FIT is setting the

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most aggressive goals in the following areas: expanding enrollment in FIT's EOP program; expanding online offerings; expanding applied learning opportunities; increasing the number of full-time faculty lines and increasing philanthropic activity and alumni engagement; internationalization; and launching an innovation center to support student and faculty research as well as growth for the fashion and design industries.

Summary of Major Goals:

EOP: Pending funding, FIT plans to double the enrollment in its EOP program.

Online courses: FIT will increase online courses by five percent a year which will include offering minors as well as precollege programs and short courses for continuing education.

Faculty lines: FIT plans to invest in additional full-time tenure track faculty lines which will enable interdisciplinary and team teaching, research opportunities and online teaching.

Applied learning: FIT will expand internship opportunities, provide mentoring programs with industry partners, create undergraduate research opportunities.

Philanthropic activity and alumni engagement: FIT will triple its philanthropic gifts by 2020 and increase significantly its alumni activities and connections.

Innovation Center: FIT will establish an innovation center to foster creativity, research and strategic partnerships with industry, government and educational institutions worldwide.

International education: FIT will enhance students' international experience through financial support for study abroad, faculty exchanges and visiting scholars, increased connections with global industries and creation of an advisory committee for internationalization.

Projected Outcomes - Meeting the goals described in this document will advance FIT in myriad ways: increased access and diversity, stronger endowment; better prepared students; enhanced national and international presence and enhancing and maintaining our stellar reputation as a premier public college serving the creative industries.