

RIT PRESIDENT'S REPORT 2025

The Munson Years

RESIDENT'S REPORT 2025

Rochester Institute of Technology

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FROM THE PRESIDENT Relentlessly creative and innovative

We shape the future and improve the world through creativity and innovation. As an engaged, intellectually curious, and socially conscious community, we leverage the power of technology, the arts, and design for the greater good. — RIT 2025 Strategic Plan, "Greatness Through Difference"

hen we drafted a new vision statement for RIT's strategic plan in 2018, we anticipated the world would continue to evolve at a rapid pace. And oh, did the world change! A global pandemic, conflicts and war, and severe weather patterns brought despair. Yet, we've also witnessed amazing medical advancements and achievements in space exploration, artificial intelligence, and more.

I wish to reassure you that we have future creators, innovators, and leaders in our midst. They are fueled by curiosity, discovery, and goodness. Our students' dreams reflect a broad spectrum of aspirations focused on academic success, career advancement, personal growth, and social impact.

As we reach the milestone of a successfully completed 2025 Strategic Plan and a \$1 billion Transforming RIT campaign to bring the plan's initiatives to life, RIT is on a firm path to realize all we set out to accomplish. RIT is one of the top universities in the nation working at the intersection of technology, the arts, and design. We crafted the 2025 plan by focusing on people, programs, places, and partnerships.

- Imaginative people: Our students, faculty, and staff come to RIT because they are looking for something different—a place where they can exercise their multiple talents, satisfy their thirst for experiential learning, and explore freely. In the RIT context, innovation takes on a rich meaning. It is not about just novelty or originality, it is about creating the tools, processes, and systems that will make things better.
- Future-focused programs: RIT has an uncanny record of anticipating educational needs and trends that benefit the greater society. We created the nation's

first bachelor's degree programs in microelectronics, software engineering, and biotechnology, and we were early leaders in offering information technology and computing security degrees. We now are home to 13 doctoral programs, with more in the planning stages in health fields as we leverage our alliance with Rochester Regional Health.

- **Creative places and spaces:** We have built more space for our creators by earmarking \$500 million for capital projects. This includes the Student Hall for Exploration and Development (SHED) that brings together technology, the arts, and design under one roof. A 750-seat music performance theater will complement the SHED when it opens in 2026.
- Enriched partnerships: We are extending our reach to serve greater Rochester, New York, the nation, and the world. This includes work on economic development issues involving microchips, battery prototyping, 3D printing, the circular economy, and digital gaming.

As we successfully complete our 2025 Strategic Plan, it's time to turn our attention to the next 10 years. I will be retiring in June at the end of this academic year. New people bring new ideas, so turnover in university leadership is healthy.

This is an extraordinary time for RIT, and with our amazing community of creators and innovators, we are on to something that is truly exceptional.

Forever upward,

David C. Munson Jr., President munson@rit.edu

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Paper airplane dreams

The key to the 2025 Strategic Plan has always been about helping our students realize their full potential. Each fall, we ask incoming students to write down a dream, fold the page into a paper airplane, and launch it into the air. RIT helps make these dreams reality:

- "Master the guitar and release an album."
- "Earn a Ph.D. in astrophysics."
- "Help my family financially."
- "Advocate for the Deaf community."
- "Create impactful work that changes lives."
- "Do a co-op with NASA."
- "Start my own game company."
- "Make contributions to cancer research."
- "Become the first in my family to get a degree."
- "Study abroad in Japan."

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RIT President David Munson will retire in June after leading the university for eight years. During his tenure, RIT accomplished the goals in the 2025 Strategic Plan. Photo by Scott Hamilton.







PEOPLE AND PROGRAMS

At our top 100 nationally ranked university, our faculty are dedicated to discovering something new—and mentoring our multi-talented students along the way. RIT students push the boundaries of science on research teams, while exploring their love of the arts. They study internationally, build real-world skills, and leave college passionate about their careers.

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Recruiters from 250 local, regional, and national employers attended the 2024 **University-wide Career Fair** in September. Hands-on learning is a hallmark of an RIT education.

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Work experiences give students an edge

S avannah Donaldson has no doubt she picked the right major. A recent co-op with Collins Aerospace in Peabody, Mass., allowed her to work as a manufacturing engineering intern, impacting the efficiency and precision of the company's digital quality inspection system and repairing aircraft components to restore them to full functionality.

"It's hands-on experiences like these that make me fall in love with engineering," said Donaldson, a mechanical engineering technology BS/manufacturing and mechanical systems integration MS student from Middletown, N.Y. She was offered the co-op after attending RIT's University-wide Career Fair.

RIT's co-op program is one of the largest and oldest in the nation, beginning in 1912. More than 4,000 RIT students typically complete a co-op each year. In addition, RIT was recognized in the 2025 edition of U.S. News & World Report's Best Colleges, which ranked its co-op and internship program sixth in the nation.

Moona Guo '20 (mechanical engineering technology), lead manufacturing engineer for GE Aerospace, worked as a co-op student at the company and was hired full time after graduation. She returns to campus often to recruit students who are searching for opportunities like hers.

"I'm so proud that I'm able to give back to the university that helped set me up for success," said Guo. "I love calling students who are selected for co-ops. You can feel their emotions over the phone when they realize that someone is willing to take a chance on them. I'm well aware of the impact that we have and the ability to help set them up for their own successes."

Maria Richart, director of Career Services and Cooperative Education, said that experiences like co-op make hands-on learning one of the hallmarks of an RIT education.

"Time after time, we hear that our students are sought after based on their ability to seamlessly enter the work environment," she said. "The quality of education that our students receive, paired with their drive, creativity, and desire to innovate, is the reason for our co-op program's continued success."

Vienna McGrain '12 MS

Second-year chemical engineering student **Dominick Seymour** speaks with Rachel Jackson, talent acquisition for Entegris, during the fall University-wide Career Fair. Seymour hopes to eventually land a fulltime job in pharmaceutical research and development.

PEOPLE AND PROGRAMS EXPERIENTIAL LEARNING

RIT has hosted the Baja SAE Rochester Challenge seven times over 25 years. Except for tires, rims, shocks, and the engine, everything on the RIT Baja vehicle is made in house by student team members.

Performance teams thrive in the trenches

Benjamin Suarez was interested in planes. After joining the RIT Aero team, he shaped his future plans in flight. Students arrive at RIT with interests in racing, space, cybersecurity, and engine systems but with little experience in these areas. Performance teams change that.

Students on Baja and Formula teams learn about combustion and all-electric engines. The EVT motorcycle, clean snowmobile, and Hot Wheelz solar car are built with sustainable technologies. Aero, SPEX, and the RIT Launch Initiative explore the popularity of flight.

Technical skills learned as part of performance teams, working with peers, and overcoming setbacks all become assets for co-ops and eventually careers.

"I only got involved with Aero last year. And I regret not getting involved sooner," said Suarez, a fifth-year BS/ME mechanical engineering student from Hamburg, N.Y. "I was able to use information from my flight dynamics class for the competition we were going to last year. I helped with design. It was not something I'd ever thought I'd be able to do."

The Hot Wheelz team transitioned from a hybrid vehicle to building a solar car from scratch.



Top finishes

- NTID's College Bowl student team took first place in a July 2024 competition for the seventh time.
- **RIT Formula** took first place overall among 78 collegiate teams at a June 2024 Michigan SAE Formula race.
- RIT Clean Snowmobile took first place at the March 2024 SAE Clean Snowmobile Challenge.
- RIT Launch Initiative won its first national title in 2023 at the Spaceport America Cup competition.
- **RIT Baia** took first place in June 2022 at a Rochester event with more than 100 collegiate race teams.
- At the Collegiate Penetration **Testing Competition** international finals in January 2021, students took home the top trophy.
- Hot Wheelz took first place overall in the all-electric category of the 2020 Formula Hybrid SAE Challenge.

Travis LaCos

"Many of our members come in with minimal knowledge about building a vehicle and it's our goal to provide a safe environment where everyone can learn together and thrive," said Kathleen Lamkin-Kennard, professor of mechanical engineering and Hot Wheelz adviser. "This is particularly important for many of our female-identifying students that might not have the confidence to join a team where it

seems like everyone around them has been building cars their whole lives."

RIT has not had a solar car since the 1990s. But, several years and a few spaceaged designs later, the team had a 16-foot vehicle for the 2024 Formula Sun Grand Prix. A problem during pre-testing dashed plans for the event but not hopes for a future competition.

"Seeing members' confidence and

technical and communication skills grow as a result of being on Hot Wheelz is remarkable," said Lamkin-Kennard. "Employers love to recruit from our team. They get access to a group of 50 engineers at once who are equipped with hands-on skills, adaptability, and know-how to tackle real-world problems."

Michelle Cometa '00

Izzy Moyer, a Fulbright scholar, is currently living in Dubrovnik, Croatia, to continue the cultural heritage imaging research she started as an undergraduate student.

Expanding global aware

I zzy Moyer '24 (museum studies) returned from her first trip to Dubrovnik in 2023 with fond memories of exploring the rocky coasts and deep history of Croatia. She had traveled there as a student to deliver a Multispectral Imaging System for Historical Artifacts (MISHA) to The State Archives as part of a larger initiative led by professors Juilee Decker and David Messinger.

Her international experiences working with MISHA helped earn Moyer a muchcoveted Fulbright scholarship award to continue this work. She made her way back to Dubrovnik in October 2024 and will live there through July 2025.

"Knowing that I have a strong support system at RIT, I've been able to override my fears to pursue these fantastic experiences," said Moyer, a Rochester native. "I've proven to myself that I can do something of this caliber, and that I've earned every opportunity that has come my way."

During her time in Dubrovnik, Moyer is working with The State Archives to image cultural artifacts and incorporate more digital technology into the archives' preservation efforts.

She is also working with representatives from RIT and RIT Croatia to develop an international conference on cultural heritage imaging, which will be hosted at RIT Croatia's Dubrovnik campus in March 2025.

"Gaining those experiences and establishing myself internationally as a student is what set me up for my success in the work I'm doing now," said Moyer. Under President David Munson's leadership, RIT has nearly doubled global opportunities, with 701 students participating in international experiences in the 2023-2024 academic year.

This includes study abroad programs, international research initiatives, student exchange programs, and global campus experiences at the Rochester campus.

RIT's global impact has steadily increased via the university's international campuses, and through new initiatives and partnerships in Africa and India.

"President Munson has set an expectation for international growth and enabled it by supporting our efforts. The culture of RIT, as a result, has become more internationally focused under his leadership," said James Myers, associate provost for International



Education and Global Programs.

RIT's investment in international education has direct benefits for students. According to Jenny Sullivan, it also better prepares students for their careers by giving them an authentic global perspective prior to graduation.

"By immersing yourself in another culture, you can become more mindful, empathetic, and confident," said Sullivan, director of Education Abroad and International Fellowships. "These qualities are going to make you a better mechanical engineer, a better biologist, a better photographer—whatever your chosen career, gaining a global perspective will help you succeed."

Felícia Swartzenberg '19

Concepts turn into companies

BA student Ben Hart grew up surrounded by poverty and housing insecurity. He started his business, Hart Homes, as a way to integrate his social mission of mitigating urban poverty with his for-profit enterprise.

To "scale up" his business, Hart participated in RIT's Summer Accelerator program through the Simone Center for Innovation and Entrepreneurship, won the People's Choice award in the Center for Urban Entrepreneurship's ROC the Pitch competition, and enrolled in certificate courses and classes aimed at sharpening his strategy. He also founded RIT's Real Estate Club.

"By working on the business, instead of just in the business, I have leveled up my decision making," said Hart, whose real estate investment company focuses on the revitalization of urban Rochester with a commitment to fair housing, sustainable growth, environmentally friendly property improvement, and high-value housing at affordable rent.

"I'm well on my way to greater personal financial rewards and, just as importantly, greater community and social impact. I find that professors are open to real-life applications of the material they're teaching. RIT wants it to be real, practical, and MBA student **Ben Hart**, right, reviews strategies

for his startup company, Hart Homes, with Rupa Thind, associate director of RIT's Simone Center for Innovation and Entrepreneurship.

meaningful. It's embedded into the culture."

With more than 2,500 students exploring entrepreneurship in some way each year, the university is committed to establishing RIT as a world-recognized leader in the field.

"With a dedication to commercialization, RIT is creating value for students, faculty and staff, alumni, startups, and the broader business community by becoming a hub for entrepreneurial activities through providing resources, mentorship, an accelerator, and other invaluable support for entrepreneurs," said Ryne Raffaelle, vice president for Research and associate provost. "It's exciting to see how far we can go."

Hart is relishing his entrepreneurial journey so far and is looking forward to reaping the rewards as his business grows.

"The universe rewards those who show up," he said. "I sign up for that speaker series. I go to the lecture. I join the club. I get involved. I connect with my classmates. Not everything feels important in the moment, but when I look back, I know that I will be glad I did it and I'm certain that my business—and my social consciousness—will thrive as a result."

Vienna McGrain '12 MS



Research opportunities give under

etting hands-on experience in a state-of-the-art lab is something most students think will happen during graduate school. But for third-year biotechnology and molecular bioscience major Halley Deme and other RIT students, it's an opportunity that arises early on in their academic journeys.

Deme, who is from Ethiopia, is a project leader in Professor Lea Michel's lab, elucidating the intermolecular interactions of beta and gamma crystallins. Through this research, the goal is to understand the molecular mechanisms behind the formation of congenital cataracts, which occur in children and currently can be treated only with invasive surgery.

This research combines Deme's interest in both chemistry and biology and gives her early experience in a lab environment. Deme is part of RIT's Collegiate Science and Technology Entry Program (CSTEP), a New York state grant-funded initiative for African American, Latino American, Native American, or low-income students.

CSTEP offers services and funding that

help students in science, technology, engineering, math, and some business majors to achieve academic and professional goals.

"When I tell my friends outside of RIT what research I am doing, they tell me it's a big deal," said Deme. "It's very research intensive here, so you sometimes forget it is a really cool opportunity to get to do research at the graduate level as an undergraduate. I'm very grateful for that."

Becoming a student-centered research university is something RIT continually



Scott Hamiltor

graduates an advantage

works toward, and it was one of the cornerstones of the 2025 Strategic Plan.

Growth in this area is evident by increases in students presenting at the Undergraduate Research Symposium, the number of students receiving the Undergraduate Research Scholars Award, and annual increases in research funding and grants across campus.

"Research adds value to an undergraduate education by providing experiential hands-on opportunities that enable students to develop cutting-edge skills that make them sought after in the workplace. In addition, sponsored research funding provides opportunities for students to train using the latest real-world applications and equipment," said Ryne Raffaelle, vice president for Research and associate provost. "RIT has grown steadily in undergraduate research, which denotes a healthy university."

Michel enjoys working with undergraduate students in her lab and recognizes the importance of gaining research experience early on. It helps students when they move forward in their careers.

"It engages them right away," said Michel. "The thing that sets students apart when they've done undergraduate research is that they're not afraid to make mistakes. In the lab, we're not focused on getting the right answer, because often we don't know what the right answer is. They understand failing is part of the process and it's a good thing because we learn from it."

Mollie Radzinski

Performing Arts Scholars pursue their passions

revolutionary idea was established for RIT to have the leading college performing arts program in the country for non-performing arts majors.

AND PROGRAMS CREATIVE EXPRESSION

> RIT President David Munson said he's noticed the brightest, most creative, and most innovative students with technical majors also tend to be involved in performing arts.

In 2019, RIT initiated the Performing Arts Scholars program, offering partial scholarships to incoming students who wanted to be involved in the arts during their time on campus.

The students can take private music, dance, or vocal lessons; participate in a musical, ensemble or dance troupe; or even work behind the scenes with wardrobes, sound, lighting, or set construction.

The number of new scholars has increased each year, with more than 2,000 currently on campus, including a record 550 new students this academic year. Many of them have said the emphasis on performing arts was a decisive factor for attending RIT.

RIT historically has a strong history in the performing arts with its National Technical Institute for the Deaf, which continues to offer theatrical and dance productions each year.

Since the creation of the Performing Arts Scholars program, more practice space has been allocated to allow for the influx of performing artists, additional faculty members have been hired in the School of Performing Arts, and ground was broken in 2023 on a new 750-seat musical performance theater scheduled to open on campus in 2026. (Read more on pages 20-21.)

Beyond performing arts

RIT's Art Experience (ArtEx) program creates opportunities for students with majors outside of the College of Art and Design to explore a variety of artistic media, ranging from ceramics and wood to molten metal and glass. The enrichment program has welcomed more than 400 students since officially launching in fall 2023.

Data shows the persistence rates of students receiving the scholarships are 4 to 8 percent higher than other students in their first year at RIT.

Quincy Myles Jr., from Buffalo, N.Y., was in the first class of Performing Arts Scholars and received the scholarship for five years. He is currently an MBA student at RIT after earning his bachelor's degree in software engineering.

"When they first offered the scholarship, I knew this would be a school where I can still continue my passion in the arts," he said. "During my first year, I wanted to try out as much as possible and see what I was really interested in."

He took voice lessons and joined RIT Singers, RIT Players, and a jazz ensemble. He remains a member of the a cappella group Eight Beat Measure as a graduate student.

Myles expects to continue his musical hobby after RIT.

"Being part of performing arts has been my way of unwinding and meeting new people," he said.

Brandon Faunce, a thirdyear software engineering major from Fairfield, Conn., also said his scholarship was a factor in attending RIT.

"I knew that I wanted a place that could support both my technical and musical interests," said Faunce, who plays cello and performed twice in the Ovation: RIT Performing Arts Showcase, which was started by Munson in 2018. Faunce won both times.

"RIT's creative community has since allowed me to have such a diverse and unique set of experiences in performing arts and expand my horizons as a musician," he said.

Greg Livadas

AstroDance II: Across the Universe, which featured a variety of dance, aerial arts, and augmented reality, was the inaugural production in December 2023 in the Sklarsky Glass Box Theater in the SHED.

PEOPLE AND PROGRAMS FACULTY EXPERTISE

Chun-Keung "Stan" Hoi,

left, was named the inaugural Daniel D. Tessoni Endowed Professor in Accounting in 2024 and received a medallion from Saunders College of Business Dean Jacqueline Mozrall. Hoi said the professorship will help fund research in empirical corporate finance and accounting.

Endowed professors strengthen university

ith an influx of new endowed professorships, RIT is retaining and attracting all-star faculty.

Today, there are 51 endowed professorships at RIT. Thirteen of those have been established since 2017. These named professorships help provide both the recognition and the resources that the highest caliber faculty and experts in their field deserve.

"Our talented faculty enrich our students," said Prabu David, provost and senior vice president for Academic Affairs. "In addition to imparting their subject matter expertise, they have a profound impact as mentors. Our faculty foster critical thinking, effective communication and collaboration, and ethical decision making, and they address the student as a whole person."

Internationally recognized faculty members are paramount to RIT's success—especially as the university continues bringing in top-tier undergraduate students, expands the graduate program portfolio, and advances research plans. While scholarships play a crucial role in helping students pursue their dreams, endowed professorships have a ripple effect that can impact thousands in the broader university and Rochester communities.

Endowments create a source of funding in perpetuity that helps support faculty salaries, research, and passions. Endowed professors with active research portfolios bring in top research students. They also tend to have existing collaborations with other top-100 universities.

"It's a tool for retention, as well as recruitment," said Phil Castleberry, vice president for University Advancement. "For junior faculty considering where to launch their careers, a university that offers a number of endowed professorships is very appealing."

RIT's endowed professorships are typically created with a gift of \$1.5 million or more. In recent years, RIT's Board of Trustees has matched \$1 million gifts with an additional \$2 million in order to create endowed professorships worth \$3 million.

At each installation ceremony, RIT's endowed professors are awarded a special medallion. Many honorees invite loved ones and recount the people and work that supported them along their professional journeys.

When Billy Brumley was named the inaugural Kevin O'Sullivan Endowed Professor in Cybersecurity, he invited and spoke about his mother, who inspired him to become a secondgeneration professor. That endowed professorship was made possible by a gift from alumnus Austin McChord '09 and was named to honor a teacher who inspired McChord to achieve great things.

With the endowment, Brumley has been able to build and ramp up his platform security research laboratory on campus. He said the biggest influence is the ability to hire early career researchers.

"Staffing at this level is atypical for an academic startup package," said Brumley. "This endowment is like a turbo button on a video game controller, except for research excellence."

In the future, RIT plans to expand endowed professorships with cluster hires in specific areas, such as artificial intelligence and film and animation.

"I'd like for that to be our next chapter," said Castleberry. "Identify experts in a particular discipline and provide them the opportunity to come build their world-class research together at RIT."

Scott Bureau '11, '16 MBA

PEOPLE AND PROGRAMS GRADUATE STUDIES

Elena Mpadanes, from Munich, Germany, talks about identifying sources of noise that interfere with EEG signals when measuring brainwaves. She is a student in RIT's new cognitive science Ph.D. program that started last fall.

Ph.D. programs point the way forward

R^{IT's} Ph.D. portfolio took a leap forward during President David Munson's leadership. A combination of new Ph.D. degree programs and increased student enrollment has elevated the university's capacity for high-level research and scholarship.

741.5

RIT has 13 Ph.D. programs currently enrolling 492 students. Munson's time at RIT has seen the addition of seven Ph.D. programs, including cognitive science and physics this past fall.

RIT's Ph.D. community has grown by 78 percent since 2017, when Ph.D. enrollment reached 277 students. In 2020, the university surpassed its strategic goal to confer 50 Ph.D. degrees during an academic year. Overall, RIT has more than doubled the number of Ph.D. degrees awarded from 31 in 2017 to 65 in 2024.

The increase in Ph.D. programs, enrollment, and graduates meets major initiatives outlined in the 2025 Strategic Plan and moves the university closer to becoming a top research institution. While the Carnegie Classification of Institutions of Higher Learning ranks RIT as an R2, or a high-research activity institution, RIT aspires to a researchintensive designation and increasing sponsored research commensurate with R1 research universities.

"We have met the goals of the strategic plan, and now we look forward to contributing to the research innovation in the future," said Diane Slusarski, dean of RIT's Graduate School. "Attracting high-quality graduate students is essential for RIT's goals and national recognition."

The cognitive science program illustrates RIT's multidisciplinary approach to big topics like the human mind. Faculty from six colleges share their expertise from psychology, computer science, linguistics, neuroscience, augmented reality, and philosophy.

Among the first cohort, Tadhg Hicken '24 (ASL-English interpretation) and Elena Mpadanes are studying different aspects of processing American Sign Language. Hicken wants to bring a cognitive-science lens to interpreting education while Mpadanes is looking to advance the understanding of language processing in Deaf and hearing signers.

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Carlos Orti:

"The interdisciplinary nature of the cognitive science program perfectly matches my academic interests and fosters a multilayered perspective on research," Mpadanes said.

Along with cognitive science and physics, RIT's other Ph.D. programs include astrophysical sciences and technology, biomedical and chemical engineering, business administration, color science, computing and information sciences, electrical and computer engineering, imaging science, mechanical and industrial engineering, microsystems engineering, mathematical modeling, and sustainability.

Susan Gawlowicz '95

PLACES

Unprecedented access to makerspaces, world-class labs that rival those found in industry, and studios and stages designed to inspire creativity and innovation. At RIT, we have intentionally created spaces for students to have free rein to create, imagine, and build through inspired learning, making, and performing—all to bring out the best in our dynamic student body.

A Spender

RIT photographers made this long-exposure image of the SHED at sunset in September as part of the 36th **Big Shot** event. Students and community volunteers provided the light sources for this College of Art and Design signature tradition.

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SHED showcases technology, the arts, and design

A new chapter at RIT began in fall 2023 with the completion of a multi-use building that captures the university's identity **H** arly on in his tenure, RIT President David Munson saw the need to showcase the way RIT students play with technology, the arts, and design.

The resulting Student Hall for Exploration and Development (SHED) creates four levels of making, performing, and active-learning spaces for a new generation of RIT students, who balance academics with hobbies and passion projects.

The SHED complex covers 209,000 gross-square feet of combined new construction and an extensive renovation of Wallace Library. The \$120 million complex represents RIT's biggest capital project since the campus moved to Henrietta, N.Y., from downtown Rochester in 1968.

Munson took inspiration from the spirit of the Imagine RIT: Creativity and Innovation Festival. The annual spring event displays student projects and talent to the wider community and draws approximately 30,000 visitors.

The SHED channels the Imagine vibe every day and gives prospective students a glimpse of what they can explore at RIT. The SHED is big enough to hold several makerspaces, a music and dance studio, performing arts ensemble studio, 185-seat glass box theater, rehearsal rooms, a recording studio, and extra-large classrooms that inspire active learning and student engagement.

The glass-and-steel edifice is a contrast from RIT's predominantly brick architecture. William Rawn & Associates designed the new building with layers of interior glass walls and a 98-foot atrium to flood the space with natural light.

"It's been remarkable to see how students claimed this new facility as their own from day one," said Tiffany Brodner, SHED executive director. "This space has quickly become a place where students not only innovate and collaborate but also feel a sense of belonging. It is more than just a building it's a community where they feel empowered to explore."

Susan Gawlowicz '95



New theater to open next year

The curtain is set to rise in 2026 for RIT's new music performance theater, a 750-seat, 40,000-square-foot complex that will be the first major theater to open in the Rochester area in decades.

The theater, which will feature two balconies, a large rehearsal hall, and a fully restored theater pipe organ nearly 100 years old, will be used for student productions and concerts as well as by local performing arts and touring organizations. There are several smaller and larger venues in the Rochester area, but few this size.

RIT broke ground for the theater in 2023 to further its commitment to establish RIT as the premier university in the nation working at the intersection of technology, the arts, and design. More than 3,000 performing arts scholarships have been awarded to incoming students in the past six years, encouraging them to pursue their passions in music, theater, dance, and even aerial arts while earning a technical degree. (Read more on pages 12-13.)

Erica Haskell, director of RIT's School of Performing Arts, called the theater an inspirational milestone for RIT's growing population of performing arts students.

"Our community of performing artists will continue to thrive as we

cultivate diverse opportunities for our students," Haskell said. "This new venue will serve as the central stage in RIT's already flourishing performing arts ecosystem, the largest of our performance venues on campus. We anticipate productions and concerts in the music performance theater will be infused with cutting-edge technologies enabled through cross-college interdisciplinary collaborations."

Haskell said RIT's performing arts ecosystem includes small and large venues, more than 40 performing arts clubs, large and small ensembles, including the RIT Philharmonic Orchestra, numerous dance troupes, and up to six theatrical productions each year, including collaboration between RIT's National Technical Institute for the Deaf and the School of Performing Arts.

Funding for the \$74 million theater was approved by RIT's Board of Trustees and is part of RIT's approved capital bond project.

The new building was designed by renowned Los Angeles-based architect Michael Maltzan and the architect of record is SWBR, a local company that was also the architect of RIT's MAGIC Spell Studios.

Greg Livadas



RIT broke ground on the **music performance theater** in 2023. The complex will feature a 750-seat theater to be used primarily for student productions and concerts.

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The more than \$25 million expansion almost doubles the size of RIT's business college, adding more than 35,000 square feet.



Boris Sapozhnikov

RIT's campus in Dubai flourishes

n open ecosystem is growing amid the innovative city of Dubai, and it is emblazoned with RIT orange. RIT Dubai, one of the university's five global campuses, opened phase one of its new campus in 2021 and is now on to phase two, set to be complete in 2027. The new construction will be done in two stages and will help boost the campus enrollment to 4,000 students.

The initial phase moved the campus to Dubai's Silicon Oasis with an open, inviting layout focused on interactive learning. The 129,000-square-meter area includes a wide range of spaces designed to facilitate instruction, learning communities, research and innovation laboratories, collaborative meeting and events areas, and more. The campus was one of 10 worldwide recognized by *Newsweek* on its "Quirkiest College Campuses" list in 2022 for its innovative design.

RIT Dubai's uniqueness is its vision

in becoming not only an educational provider, but a thought leader in the region by contributing to the design of future universities. The campus has been working toward establishing collaborations and industry partnerships both locally and globally to create an open ecosystem.

RIT Dubai has more than 35 active strategic partners that participate in career fairs, co-ops, workshops, and trainings for students, faculty, and staff. These partnerships lead to discussions related to current challenges in the career field and allow students and faculty members to use their expertise to work on real-world projects.

"It's a full-campus experience," said RIT Dubai President Yousef Al Assaf. "We can help the public and the private sector achieve their goals and can exchange ideas of research, teaching, and learning. The best way to predict the future is to design it, so creating this ecosystem with the support of the Dubai government allows us to create a new kind of education that is more accessible to people and solves global problems."

Phase two began with construction of the new media design building, which opened in September 2024 to support the Bachelor of Fine Arts degree in new media design.

Phase two will include a sustainability and energy center, which focuses on developing renewable energy and green technologies, and a smart cities center, which aims to create innovative technologies for interconnected, smart, urban environments.

Other building plans for phase two are an auditorium that can seat 1,500 people, an extension of the current innovation center, and a center for people of determination to support those with special needs.

The growth of RIT Dubai's campus

Upgrades modernize business education

E ducation today is changing, and Saunders College of Business wants to stay ahead of the curve in its effort to enhance educational opportunities for its students.

The college completed more than \$25 million of upgrades and renovations to Max Lowenthal Hall. Designed by LaBella Associates, the space nearly doubled the size of RIT's business college, adding more than 35,000 square feet.

Transformational gifts from E. Philip Saunders, the college's namesake, along with other Saunders College alumni and friends and a New York state grant, provided the funding to make it all possible.

According to Saunders Dean Jacqueline Mozrall, the mission of this expansion revolved around three key components. The first was to be able to enhance interdisciplinary interactions between students and faculty members. Second was to expand community engagement locally and worldwide. The third was to elevate the learning environment with respect to formal learning as well as research.

New classrooms, the fourth-floor Susan R. Holiday Center, the first-floor Gueldenpfennig Auditorium, applied research and case analysis labs, and outdoor spaces provide room for the college to host career fairs and networking receptions and lectures.

"Having the event spaces allows us to bring in distinguished speakers from business and industry that students get to interact with. They may even end up working at some of these companies," Mozrall said. "We never would have been able to host some of these events before, but now we have the ability to bring in more people to Saunders College to interface with our students."

Students such as Dhwani Doshi, a business analytics master's degree student and graduate student liaison, considers Max Lowenthal Hall her second home. She frequently uses the Sklarsky Center for Business Analytics and new team spaces.

"The new building has a very modern vibe to it, which suits the college as it's pushing more to innovation, and tech and digital transformation," Doshi said. "I like when there is alignment in your mission and in the space that you've created."

Nathaniel Smith

This building at RIT Dubai opened last September to host a Bachelor of Fine Arts degree in new media design. The building is part of phase two of campus renovations, which will be complete in 2027.

represents the increasing enrollment across all of RIT's campuses.

RIT Croatia-Dubrovnik, RIT Croatia-Zagreb, RIT Kosovo, and RIT China have also seen an increase in program offerings and in enrollment. These global campuses allow students to have unique, international experiences and opportunities and to work with state-of-the-art technologies and diverse cultures, people, and environments.

"Our global campuses, like RIT Dubai, provide new research and international experience opportunities for students in the respective regions and for those studying at our main campus in Rochester," said James Myers, associate provost for International Education and Global Programs. "The growth of all our campuses shows how RIT is making a worldwide impact."

Mollie Radzinski



23

Upgraded venues thrust athletics

R^{IT's} athletics teams have been a powerhouse over the past decade, and now they're getting the facilities to match their success. At the northern end of campus, a new facility for track and field

welcomes visitors. Nearby, newly installed all-weather turf fields now cover the softball and baseball diamonds, allowing for play during Rochester's spring months. Indoors, the iconic Ritter Arena has undergone a dramatic transformation—trading its ice rink for a turf field, offering a space for year-round activities.

Clark Gym, one of the university's earliest athletics venues, has a new floor. The old floor dated back to the 1960s. Tiger Stadium, home to the soccer and lacrosse teams, is scheduled to open in January 2026 following the completion of this \$30 million project.

This investment of more than \$50 million has positioned RIT to be recognized as a host for regional and national events in 2028. RIT Athletics will host the NCAA Division I Men's Ice Hockey Regional at the Blue Cross Arena in downtown Rochester, and Tiger Stadium will be the site of the NCAA Division III Women's Lacrosse Championship.



into national spotlight

In addition, the success of the men's lacrosse team, which has hosted an NCAA tournament game nearly every season since 2010, adds to the growing profile.

"These changes give us a better opportunity to talk about RIT on a national level," said Jacqueline Nicholson, executive director of Intercollegiate Athletics. "People know about our hockey and lacrosse teams, but hosting championship-level events will be huge in elevating our profile."

RIT has two Division I teams—men's hockey and women's hockey—and 22 Division III teams. Outside of athletics, thousands of students who participate in club and intramural sports will have access to the new facilities.

Nathaniel Smith

The RIT women's soccer team competes in the midst of **construction of Tiger Stadium**. The 38,828-squarefoot facility, which will open in 2026, will seat 1,180 and include team locker rooms, a training room, concession area, and hospitality room.

Making digital media

A round every corner in MAGIC Spell Studios is evidence of its dedication to digital media research and production. The 52,000-square-foot living laboratory engages students and faculty in design, film, animation, and game development using the latest technologies, while allowing for real-life experiences in publishing new media projects and incubating new businesses.

Fourth-year graphic design student Max Stromfeld has produced several projects inside MAGIC Spell Studios, including an interactive virtual museum of the Finger Lakes that allows users to see the history of New York state's Ontario County come to life through augmented reality.

"I've grown as a designer, communicator, leader, and friend through real client projects, faculty mentorship, and leadership opportunities," said Stromfeld.

MAGIC Spell Studios' facilities, which opened in 2018, include a 7,000-square-foot sound stage, post-production sound mixing and color correction suites, a 4K Dolby Atmos theater, and media labs supporting productions. Student-faculty produced video games can be accessed on worldwide platforms like Steam, Google Play, and Xbox, with the latest title, *That Damn Goat*, available on Nintendo Switch.

"MAGIC Spell Studios has grown to become the industry standard for the creation of digital media on university campuses," said David Long, director.

Vienna McGrain '12 MS

School of Interactive Games and Media student **Kendyl Greer** works on a game design project at MAGIC Spell Studios.



Fighting cyber crime

In an increasingly digital world, the need to build cybersecurity resilience and enable publicprivate collaboration is more critical than ever. RIT's ESL Global Cybersecurity Institute (GCI) is bringing that together as a nexus of cybersecurity and artificial intelligence (AI) research and education.

The 52,000-square-foot institute that opened in 2020 adjoins the university's computing college and features state-of-the-art computer labs, teaching spaces, and a conference center. It also runs a world-class lab known as the Cyber Range, which allows experts to simulate network cyberattacks and problem-solving scenarios. Industry partners—ranging from Fortune 100 companies to municipalities and school districts work with RIT's Cyber Range to bolster their cybersecurity.

Cybersecurity student Meghana Chagarlamudi took a master's degreelevel seminar in social engineering in the Cyber Range. That hands-on curriculum prepared her for an internship as a cloud security engineer at ServiceNow in Santa Clara, Calif. After she finished school in December, she transitioned into a full-time role at ServiceNow.

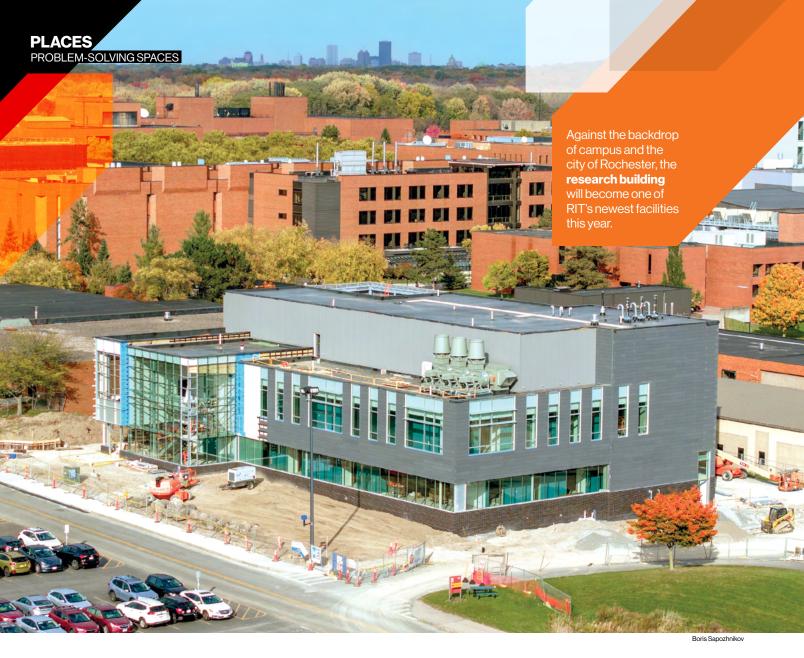
"I'm incredibly grateful to RIT for equipping me with the skills and

confidence needed to achieve this milestone," said Chagarla<u>mudi.</u>

At the GCI, about 100 faculty and graduate student researchers are developing novel cybersecurity solutions and tackling the toughest security problems in AI.

RIT researchers are developing better ways to detect and prevent cyberattacks against critical infrastructure with funding from the National Science Foundation and the Department of Defense. RIT experts are also improving cybersecurity education and creating technologies that make the digital world safer.

Scott Bureau '11, '16 MBA



New research building comes online in 2025

Research awards as well as national funding sources for economic development have increased to record levels at RIT, prompting the need for more research laboratory space on campus.

RIT's newest research facility, a modern 39,000-square-foot multifunctional building, is opening this year. The space is being readied for 18 labs, with eight on the first floor and 10 on the second.

All have the capacity to be either wet or

dry labs—including special fume hoods, water, or electrical utilities, and bio-level safety measures.

Labs in the new building have been allotted to RIT's College of Science, Golisano College of Computing and Information Sciences, and Kate Gleason College of Engineering.

Other labs will be assigned as new faculty-researchers are recruited.

"We're seeing an increasing trend of

collaboration across disciplines, and this space amplifies that spirit," said André Hudson, dean of the College of Science. "By bringing together faculty, staff, and scholars from varied backgrounds under one roof, we're not just creating opportunities for collaboration, we're fostering a culture where interdisciplinary innovation thrives."

Michelle Cometa '00

PARTNERSHIPS

Connections to industry. Mentorships with artisans. Networking with national business leaders. At RIT, our learning extends beyond classrooms to global, national, state, and local partnerships that help our students turn knowledge into know-how.



Growing collaboration advances semiconductor industry

R IT is working to improve competitiveness in computer chip design, development, and manufacturing as part of an international partnership.

Micron Corp., Tokyo Electron Ltd., and the National Science Foundation announced the partnership—the U.S.-Japan University Partnership for Workforce Advancement and Research & Development in Semiconductors (UPWARDS) for the Future—at the 2023 G7 Summit in Japan.

RIT is one of six U.S. univer-

sities involved.

With an established microelectronic engineering degree program, one of the first in the country, RIT currently has more than 1,500 alumni working in the semiconductor field. The program blends the theoretical knowledge and hands-on training required to design and build semiconductor chips.

Through the UPWARDS partnership, RIT microelectronic engineering faculty have expanded curriculum development and started research collaborations and faculty-student



Japanese students from Nagoya University and Kyushu University developed their own solar cells during lab sessions in the Semiconductor Nanofabrication Laboratory when they visited RIT last summer. They were led through testing processes by microelectronic engineering professors Karl Hirschman, seated, and Jing Zhang, far left.

Carlos Orti:

exchanges, most recently with 24 students and faculty from Nagoya University and Kyushu University.

The group traveled to RIT this past summer for two weeks of activities coordinated by RIT Global and faculty from Kate Gleason College of Engineering.

Students fabricated solar cells and learned about cleanroom processes in RIT's Semiconductor Nanofabrication Laboratory. They also attended research seminars presented by faculty and toured RIT's AMPrint Center and MAGIC Spell Studios.

Outside of technical sessions, students visited local company Linton Crystal Technologies, where they learned how silicon, the foundational material for semiconductors, is grown, processed, and prepared for today's electronic devices and systems.

They also toured Global-Foundries in Albany, N.Y., an international semiconductor fabrication laboratory.

"It was good to hear about how silicon ingots are produced and how they are used in clean rooms," said Zhang Lin, a graduate student in the electrical, science, and information technology department at Kyushu University.

Karl Hirschman, a professor in the Department of Electrical and Microelectronic Engineering, anticipates a cohort of RIT students will travel to Japan next year.

"The UPWARDS program is going to present fantastic opportunities for faculty and students, both here and in Japan. We are excited about establishing collaborative research with our new university partners," said Hirschman.

The global need for more computer chips and a larger semiconductor workforce was most pronounced during the pandemic with supply chain disruptions. That challenge remains today.

The U.S. invested in education and manufacturing through the CHIPS and Science Act. RIT is now training the next generation of the semiconductor workforce through global connections such as UPWARDS.

Michelle Cometa '00



New York News

Tech hub

A consortium that includes RIT was recently awarded \$40 million to boost workforce development in the semiconductor industry across the region and the nation.

The NY SMART-I Corridor Tech Hub will use the funding to further position the Buffalo-Rochester-Syracuse area as a global semiconductor superhighway, poised to meet the growing demands of advanced manufacturing and semiconductor production in the United States.

Governors Island

RIT is a founding partner of the New York Climate Exchange, located on Governors Island in New York City.

The exchange will be a first-of-its-kind model for developing and implementing solutions to the global climate crisis around the world. It will leverage the collective power of education, research, workforce development, policy development, and public programming to advance climate action at local, national, and global levels.

Battery ecosystem energized

hen RIT's Battery Prototyping Center merged with NY-BEST's Battery and Energy Storage Test and Commercialization Center in 2024, it became a one-stop shop for the entire life cycle of battery development, from prototypes and testing to commercialization and manufacturing.

The new Battery Development Center will help launch startup businesses, support research and development in established companies, and prepare a workforce to build and apply battery technology in today's interconnected environment.

Two distinct areas of expertise were brought together for battery development and energy storage initiatives in New York state—the prototyping, training, and research capabilities based at RIT and the systems safety and lifecycle testing, certification, and commercialization expertise at the former test center.

Both locations are experiencing increased demand and are adding space and equipment to accommodate new business and research support.

"We are currently the only university with this combination of automated battery prototyping and certified testing up to full battery packs," said Matt Ganter, center director. "This merger is a way to enhance what both facilities have done well over the last 10 years by combining expertise and collaborating with faculty across disciplines."

Michelle Cometa'00

Izzy Voegels, a

third-year chemical engineering student, works in the Battery Development Center.

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Carlos Ortiz

Alliance addresses health needs

Regional Health are partnering to address widespread nursing shortages in the healthcare sector.

The alliance aims to enhance programming in the university's College of Health Sciences and Technology and prepare healthcare professionals to enter the workforce.

The partners are exploring opportunities to develop nursing education programs, including an Accelerated Bachelor of Science in Nursing (ABSN) and a four-year Bachelor of Science in Nursing (BSN).

Plans for a joint Master's Degree in Nursing (MSN) in health informatics are also under consideration, said Catherine Shannon, executive director of the RIT Rochester Regional Health Alliance.

Additional programs under development or discussion are clinical doctorates in occupational therapy and physical therapy.

"Anything associated with RIT is going to have an innovative technological twist," Shannon said. "These programs will be infused with technology, such as informatics. The curriculum will equip students with unique learning experiences and knowledge they can use when they go to their clinical sites."

The alliance is establishing a model for workforce inno-

vation, according to Annette Macias-Hoag, RRH executive vice president and chief nursing and patient care officer. "We are creating a pipeline to address current and future community needs."

Students will gain clinical experience through the health system's vast care delivery network, comprised of nine hospitals, extended care, urgent care, physician offices, and outpatient specialty services.

"Since 2013, the partnership has provided our students with clinical experiences and hired many of our graduates," said Yong "Tai" Wang, dean of RIT's College of Health Sciences and Technology. "Many students in our diagnostic medical sonography, physician assistant, nutrition and dietetics, exercise science, and medical illustration programs have learned on site from RRH faculty."

The alliance also provides opportunities for students across the university to engage in innovative projects, Shannon said. Students involved with RIT's industrial and systems engineering, executive MBA, and multidisciplinary senior design projects work on solutions to challenges identified by Rochester Regional Health employees.

Susan Gawlowicz '95

In 2023, RIT opened the **Wehrheim Gallery in the SHED** to showcase the fruits of the partnership with Genesee Country Village & Museum. The gallery was made possible through the Philip K. and Anne Wehrheim Endowment.

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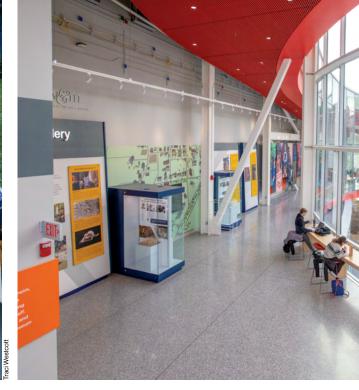
Wehrheim Gallery

PARTNERSHIPS ROCHESTER

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Bridges connect RIT and the community

From assisting with animal care at Seneca Park Zoo to using the grounds of the Rochester Museum & Science Center as a research testbed, RIT community members leverage their skills to help others. Connecting with local opportunities to do so is made easier through established relationships with organizations across the Rochester region.

The RIT-Genesee Country Village & Museum (GCV&M) Partnership, which is supported by the Philip K. and Anne Wehrheim Endowment, is just one example of how these collaborations provide a twoway bridge of benefits.

"We have partnered with dozens of RIT faculty, staff, and students to advance the museum's work. These collaborations helped us address issues that we didn't have the time or resources to tackle on our own and provided insights into ways to operate differently," said Becky Wehle, president and CEO of GCV&M.

According to Wehle, GCV&M has collaborated with almost every college within RIT since the start of the partnership in 2016.

"Partnerships allow us to more easily connect local institutions with the amazing talent, expertise, and learnability of the RIT community," said Juilee Decker, director of RIT's museum studies program and longtime facilitator of the partnership. "The true excitement is seeing how the skills students are learning in their degree programs can transfer to a museum setting and really make a difference." The outcomes of these local partnerships take many forms. At GCV&M, students have leveraged their digitization expertise to create an accessible, digital tour of the historic village. Partnering with The Strong National Museum of Play formed opportunities for students and faculty members to assist in creating new exhibits, including "Hasbro Board Game Place" and an upcoming exhibit on the "Jewish History of the Toy and Game Industry."

Another unique outcome of RIT's investment in community partnership is RIT City Art Space, located downtown at the Liberty Pole Plaza. In addition to other community-oriented exhibits and events, City Art Space hosted the "Clarissa Uprooted" exhibit in 2022, which celebrated the historic Clarissa Street neighborhood in Rochester. The project was organized by Rochester Teen Empowerment, whose members served as Youth History Ambassadors to develop the exhibition with elders of the Clarissa Street community. Students and faculty from the College of Art and Design and the College of Liberal Arts worked with them to create the exhibit.

"Our central location means we interact more organically and directly with Rochester residents," said Gallery Director John Aasp. "We also act as an introductory bridge for students and faculty to venture beyond RIT campus life and sample the possibilities of creative involvement in Rochester."

Felícia Swartzenberg '19

Downtown Rochester News

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Entrepreneurship

Two of RIT's pathways to entrepreneurship are proving that being in the heart of Rochester has bona fide benefits to success.

The Center for Urban Entrepreneurship, dedicated to building wealth within the urban community, relocated to the Downtown Innovation Zone in 2016. Since then, the center has grown to offer customized training, shared workspaces, mentoring, one-on-one consulting, *Shark Tank*-style pitching competitions, and general education programming–all with the goal of providing support to small businesses.

Venture Creations, the university's business incubator, is reshaping the region's economy by advancing startups on their way to joining the ranks of viable, profitable businesses.

The incubator has graduated 54 companies, with approximately \$500 million in total funds raised.

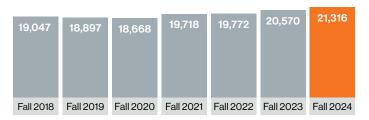
K-12 center

Educational outreach and college readiness programs give the K-12 University Center a unique role at RIT. The center recently relocated from RIT's suburban campus to downtown Rochester, giving it greater visibility among its local constituents.

The move makes the center more accessible to its community partners and the youth it serves in local schools, including Rochester Prep Charter School.

Enrollment from all RIT campuses

Last fall, RIT enrolled a record number of students for the fourth straight year. Figures include global campuses.



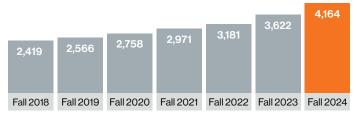
Enrollment for students from underrepresented races/ethnicities (AALANA)

AALANA = African American, Latino American, and Native American students. Excludes global campuses.

2,006	2,006	2,207	2,321	2,386	2,478	2,739
Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024

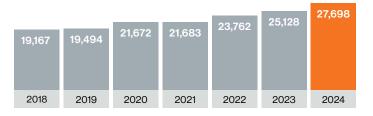
Students studying at **RIT's global campuses**

RIT has campuses in China, Croatia, Dubai, and Kosovo. Enrollment abroad continues to grow.



Applications

The number of applications from prospective first-year students seeking bachelor's degrees at RIT's main campus has skyrocketed.



Sponsored research awards

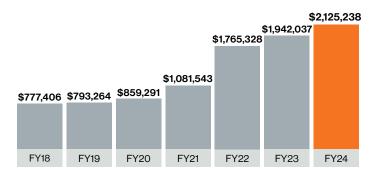
RIT achieved a significant milestone by receiving nearly \$103 million in sponsored research awards during the past fiscal year, surpassing a key goal of \$100 million in the strategic plan a year ahead of schedule.

*In millions of dollars. Figures are rounded.



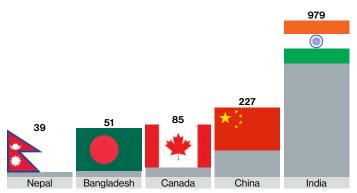
Annual Fund gifts

Gifts to the Annual Fund support the most urgent needs of RIT's colleges and key programs. Through significant growth in the number of Sentinel Society memberships, the Annual Fund has more than doubled in the last 10 years.



International student enrollment at **RIT**'s main campus

Last fall, RIT enrolled students at its main campus from more than 100 countries. These are the top countries outside the U.S. that RIT students come from.



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Stronger student body

The average grade-point average and test scores for first-year students at RIT's main campus have consistently stayed high.

*RIT made submitting test scores optional for the class entering in fall 2021.

Average GPA		Average	SAT score	Average ACT score	
2018	91.4	2018	1294	2018	27.5
2019	92.1	2019	1303	2019	27.9
2020	92.2	2020	1288	2020	28.1
2021	93.2	2021	1348	2021	30.9
2022	93	2022	1351	2022	30
2023	94	2023	1360	2023	30
2024	93.4	2024	1372	2024	30.5

Degree programs with the highest enrollment at RIT's main campus

RIT's main campus enrolled 14,307 undergraduate students and 2,859 graduate students last fall across nine colleges and two degree-granting institutes.

Undergraduate

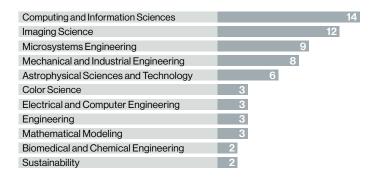
Computer Science (BS)	1,204
Mechanical Engineering (BS)	1,058
Game Design and Development (BS)	754
Software Engineering (BS)	667
Mechanical Engineering Technology (BS)	559

Graduate

Computer Science (MS)	317
Data Science (MS)	172
Computing and Information Sciences (Ph.D.)	130
Business Administration (MBA)	119
Human-Computer Interaction (MS)	99

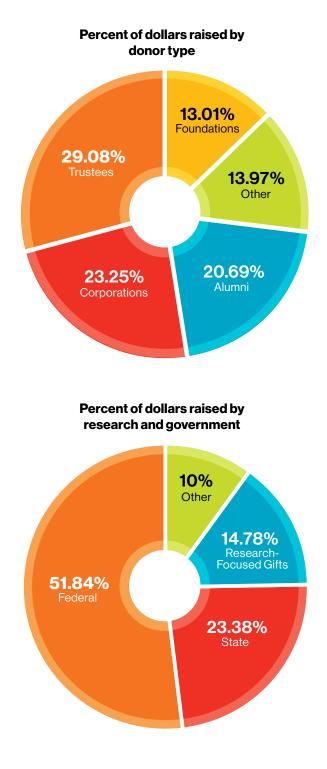
Ph.D. degrees awarded in 2023-2024

Last academic year, 65 Ph.D. degrees were awarded.



Transforming RIT: The Campaign for Greatness

RIT exceeded its \$1 billion campaign goal. Transforming RIT: The Campaign for Greatness garnered support from an array of investors including alumni, parents, friends, government and corporate partners, research foundations, and agencies.



$RIT \mid \underset{\text{of Technology}}{\mathsf{Rochester Institute}}$

