

January 28, 2015

Posner Center, Pittsburgh, PA

# University Strategic Planning Process

> Town Hall Meeting



Carnegie Mellon University

# Introduction, Agenda Review, and Proposed Timeline

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- Rick Siger                      Director of Strategic Initiatives and Engagement
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## **October 2014**

Initial Rollout to Campus Community via Email, Web, and other Communications

## **November 17 | 4:30-6:00pm**

Open Public Town Hall Meeting #1

## **January 2015:**

Open Public Town Hall Meeting #2

## **February 2015:**

Faculty Town Hall, Staff Town Hall, Focus Area Specific Town Halls

## **March 2015:**

Open Public Town Hall Meeting #3

## **Summer 2015:**

Editing, Layout, and Final External and Internal Outreach

## **September 2015:**

Final Rollout

# Overview of Focus Areas for the Plan and Key Discussion Questions

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- **Transformative Teaching and Learning**
  - Richard Scheines, Dean of the Dietrich College of Humanities, and Nathan Urban, Interim Provost
- **Transformative Research, Creativity, Innovation, and Entrepreneurship**
  - Jim Garrett, Dean of the College of Engineering, and Farnam Jahanian, Vice President for Research
- **The Transformative CMU Experience**
  - Ramayya Krishnan, Dean of the Heinz College, and Michael Murphy, Vice President for Campus Affairs

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# Transformative Teaching and Learning











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# Transformative Research, Creativity, Innovation and Entrepreneurship

Creating knowledge and translating that knowledge to benefit the  
region, the nation, and global society

# Preliminary Goal Ideas

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- CMU is widely acknowledged for its excellence in research and creativity and for its contributions to the understanding of and solutions to problems of significant societal consequence
- CMU's inclusive RCIE enterprise nurtures exploration across the spectrum from creative endeavors to basic discoveries to translational innovations
- CMU is known as the academic destination for faculty, staff and students seeking a culture of innovation and entrepreneurship and opportunities to collaborate, conceive, launch, and lead in new endeavors
- CMU provides comprehensive, creative and adaptable support to faculty and students to maximize their opportunities for engagement in RCIE pursuits

# Example Preliminary Strategic Recommendations

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- **Create mechanisms to stimulate meaningful bottom-up collaboration between faculty, staff, and students with diverse disciplinary backgrounds**
  - e.g., open-area seed funding opportunities; support for structured brainstorming; flexible space for start-ups
- **Identify and implement new flexible ways to work with the private sector (i.e., industry) and with non-profits**
  - e.g., joint initiatives; flexible space & policies; industry engagement center; connections to alumni
- **Increase opportunities and ease for connecting with non-traditional expertise on campus**
  - e.g. “reverse” linkages from innovation/entrepreneurship to motivate research/creativity; embedded entrepreneurs in residence & professors of practice in large research/creativity centers and clusters
- **Establish support and infrastructure to coordinate and compete effectively in large center-level activities**
  - e.g. course buy-out for leadership; customer-service orientation for grants administrators; grant writers; early seeding/brainstorming

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# The Transformative CMU Experience



# Framing Construct & Key Questions

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- What are the core values that drive the unique CMU Way?
- What are the core outcomes for students (U,M,P . . . & A)
  - ✓ Intellectual & Artistic
  - ✓ Professional Development
  - ✓ Personal Development
  - ✓ Communal, Organizational, Societal & Global Citizenship Development
- What are the core related or distinct outcomes for the whole of the Carnegie Mellon University community, including:
  - Faculty
  - Staff
  - Alumni & Parents
- What are the enablers/barriers, strategies, tactics and action items to these ends?

# Question #1

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One of the university's enduring values and guiding principles has been a commitment to hard work. This manifests in the rigor of our academic programs, the commitment and dedication of our faculty and staff, and the effort our students put in to their metacurricular learning experiences. Recent campus discussions have highlighted a need for a greater focus on quality of life initiatives, which Dr. Suresh has made a priority since his arrival to CMU. Looking to the future, how can we maintain our excellence in all domains while ensuring a commitment to wellness for all community members?

# Question #2

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One of the hallmarks of the Carnegie Mellon education is professional development and the capacity to “hit the ground running” in the real world. Are there facets of professional development that should be emphasized to enhance further career progression—leadership skills, organizational behavior and the like—for both students and alumni and in the university’s focus on the internal advancement opportunities for staff and faculty?

# Overview of Key Cross-Cutting Areas for the Plan

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- **Diversity**

- John Lehoczky, Interim Executive Vice President, Amy Burkert, Vice Provost for Education, and Fred Gilman, Dean of the Mellon College of Science

- **International Strategy**

- K. Jimmy Hsia, Vice Provost for International Programs and Strategy

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# Diversity



# The Importance of Diversity to the Success of Carnegie Mellon is Broad and Cross-Cutting

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- In the student experience, both academic and residential (Focus Areas 1 and 3).
- In research, creativity, innovation, and entrepreneurship (Focus Area 2).
- Carnegie Mellon must position itself to be able to recruit and engage “world talent” in the student body, staff, and the faculty, and to provide an environment within which every member of the community can excel and benefit from each other’s perspectives.

# Some Critical Issues for Diversity at CMU

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- Low representation of minority groups and women in the student body, staff, and faculty.
- Low representation of minority groups and women in the leadership of the university at all levels.
- Unintended effects of under-representation can contribute to isolation and additional stressors.

# Key Discussion Questions

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- How can we develop strategies to ensure that we increase the educational benefits of diversity with all students having authentic interactions and exchanges with diverse others?
- How can we significantly improve the representation and retention of women and minorities in the student body, staff, faculty, and in the leadership of the university?
- What programs can we introduce or enhance to provide an environment in which all members of our community can excel?
- What should our diversity goals be for 2020 and 2025 – and how can we measure progress and be accountable?

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# International Strategy

# Why should we have an international strategy?

- All major companies today are multi-national
- Many of the most important issues facing the society are global
- To meet the societal needs, our faculty and graduates must be prepared to take the global challenges of the future

**Having an international strategy is not a luxury.**

**IT IS SURVIVAL!**



# Carnegie Mellon University's Global Presence



**Joint Institute of Engineering**  
SUN YAT SEN UNIVERSITY  
Carnegie Mellon University

Information and Communication Technologies Institute  
**Carnegie Mellon | PORTUGAL**  
AN INTERNATIONAL PARTNERSHIP



**Carnegie Mellon University**  
**Australia**



Secretary General of ITU, Dr. Hamadou Touré and Director of CMU-R, Bruce Krogh celebrate the recently announced Transform Africa Scholarship Fund

# What should be our International Strategy moving forward?

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- How do we prepare our students for future challenges of the world?
- How do we maintain high quality education on all CMU campuses?
- How can we identify international opportunities efficiently and act on them swiftly?
- How do we become a global hub of knowledge, culture, and technology that impacts the life of the people in the world, and address the world's most pressing problems?
- How do we position ourselves so that we will consistently be a top university in the world?

*What will CMU be like 20 – 30 years from now?*

# Action Items and Next Steps

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- **Key February Dates**

- February 3<sup>rd</sup> – Open Staff Council Town Hall  
12:00-1:00pm, McConomy Auditorium, CUC
- February 3<sup>rd</sup> – Open Faculty Town Hall (Faculty Senate)  
4:30-6:00pm, Connan Room, CUC

- **February 2015 Focus Area Town Halls Confirmed**

***\*\*all are 4:30-6:00p in the Posner Center\*\****

- February 11<sup>th</sup> – The Transformative CMU Experience
- Feb 17<sup>th</sup> – Transformative Research, Creativity, Innovation, and Entrepreneurship
- Feb 18<sup>th</sup> – Transformative Teaching and Learning

# Action Items and Next Steps p. 2

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- **March Town Hall, Date TBD**
- **Additional Campus Outreach to key stakeholder groups and individual community members in the coming months**













