

November 17, 2014

Posner Center, Pittsburgh, PA

University Strategic Planning Process

> Kick-off Town Hall Meeting



Carnegie Mellon University

Introduction, Agenda Review, and Proposed Timeline

- John Lehoczky Interim Executive Vice President
 - Nathan Urban Interim Provost
 - 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

March 2015:

Open Public Town Hall Meeting #3

September 2015:

Final Rollout

Overview of Focus Areas for the Plan and Key Discussion Questions

- **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

Transformative Teaching and Learning

Thrust Leaders

Nathan Urban	Mellon College of Science
Richard Scheines	Dietrich College

Committee Members

CMU	Amy Burkert, Marsha Lovett, Norm Bier, Mary Jo Dively, Justine Cassell
Dietrich	Joel Smith, Nico Slate
SCS	Howie Choset, Klaus Sutner, Ken Koedinger
Libraries	Erika Linke
ETC	Ralph Vituccio
CFA	Thanassis Rikakis
MCS	Dave Yaron
CIT	Jelena Kovacevic, John Kitchin.
Heinz	Laura Synott , Kristen Kurland
Tepper	R. Ravi
Qatar	John O'Brien

Plan for Strategic Planning Process

- Now-December 2014: Brainstorming
 - Committee members will reach out to various groups on campus to seek input.
- Jan-Feb: Additional input and developing priorities
 - Small group meetings with specific constituents
 - Large town hall meetings with the whole committee and all invited
- Feb-March: Identify specific priorities
 - Create some metrics for these priorities and plans for how to influence these metrics
- March-April:
 - Present draft plans and gather feedback
- Submit a final draft of the white paper to the Strategic Planning Committee by the end of the spring semester.

Structure to the Discussion

How?

Who?

What?

Why?

Preliminary Questions We May Explore

CONTEXT: How is the landscape for higher education changing?

- Demographics: Numbers of US students entering college age declining, by international applications are rising.
- Economics: Cost/value is being evaluated more closely
- Disciplines: More focus on STEM disciplines? But resurgence in interest in humanities may be coming?
- Technology: May have a huge impact on educational delivery/assessment
- Disruption?: Consolidation, assessment-based degrees, re-thinking the course campus experience?

Preliminary Questions We May Explore

OPPORTUNITIES:

- CMU's expertise in science of learning provides an opportunity to improve our teaching and learning.
- We have an excellent reputation for education in many areas, including areas where we offer distinctive programs that are very much future-focused.
- Our increasingly international profile can be a significant asset in an era of more global education.
- Should we flip not only the classroom, but the institution? That is, can we structure undergraduate education so that the residential educational experience is small, intimate, problem based, case study based, and banish the large introductory lecture class, thereby taking maximum advantage of OUR faculty? Can we change the campus from a role based model (teachers, students), to a community of learners, and include the alumni.
- How do we better align our education and research programs and initiatives to capitalize on the **growing industry interest in creating university based research labs?**

Preliminary Questions We May Explore

BARRIERS and QUESTIONS:

- How can we engage students outside the classroom and assess the importance of these activities?
- How do we find funding for improving teaching and learning?
- How do we affect all of our students w/o a university-wide general education curriculum
- What changes the time to degree, academic calendar, or the size of "courses", etc. will be needed? How do we provide "certification" of chunks smaller than courses?

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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

Transformative Research, Creativity, Innovation and Entrepreneurship

Thrust Leaders

Jim Garrett	Dean, College of Engineering
Farnam Jahanian	Vice President for Research

Research and Creativity

Gary Fedder	CIT
Manuela Veloso	SCS
Alessandro Acquisti	Heinz
Alison Barth	MCS
Lorrie Cranor	CIT/CS
Kevin Fall	SEI
Linda Feuster	OSP
John Folan	CFA
Irene Fonseca	MCS
Chris Genovese	Dietrich
Fred Gilman	MCS
Tim McNulty	Gov't Relations
Jim Morris	HCII
Tridas Mukhopadhyay	Qatar
Thanassis Rikakis	Tech, Design, Art
Mike Trick	Tepper

Innovation and Entrepreneurship

Peter Boatwright	Tepper
Cindy Limauro	CFA
Lenore Blum	SCS
Marcel Bruchez	MCS
Tom Emerson	Qatar
Jessica Hodgins	SCS/Disney
David Hounshell	CIT/Dietrich
Rick Stafford	Heinz
Lauren Ward	Advancement
Jay Whitacre	CIT
Bob Wooldridge	Tech Transfer

Timeline for Activities Related to Focus Area

- Remainder of 2014 will be used by subcommittees to develop their plans for engagement and brainstorming
- Early Spring will be spent meeting with various constituencies in various forums:
 - Open questionnaire to collect broad commentary and suggestion
 - Small group meetings with specific constituents
 - Large town hall meetings with the whole committee and all invited
- By the March, begin to draft a white paper with roughly 5 recommended high-level goals for this focus area
- Present white paper to and gather feedback from constituencies
- Submit a final draft of the white paper to the Strategic Planning Committee by the end of the Spring semester.

Preliminary Questions We May Explore

Possible questions related to **CONTEXT**:

What are the most **critical local and global trends in research and creativity** over the next decade?

How can Carnegie Mellon seize the opportunities and solve the challenges these trends will create?

What are some of the **unique characteristics and attributes that have made CMU's** research enterprise and creative endeavors exceptionally successful over the last 2+ decades?

What is distinctive about Carnegie Mellon?

*How can we **adapt** our strategies and infrastructure to thrive **in a sustained period of constrained federal funding**?*

Preliminary Questions We May Explore

Possible questions related to OPPORTUNITIES:

How can we further **leverage our existing interdisciplinary strengths across research and creativity** over the next five to ten years?

How do we **shape the national and global research agenda** and influence federal R&D priorities in our areas of strengths as well as potentially new emerging areas?

*Can we develop **new funding mechanisms and strategies for research areas and creative explorations** not supported at the appropriate levels but still vital to CMU?*

*How do we better align our education and research programs and initiatives to capitalize on the **growing industry interest in creating university based research labs**?*

*How do we **build upon our existing strong engagements and success stories with companies** such as Google and GM to significantly expand corporate investment?*

How can we **leverage our global education initiatives** to generate opportunities for international funding for research/creativity?

Preliminary Questions We May Explore

Possible questions related to **BARRIERS**:

Carnegie Mellon has a rich history of taking bold proactive steps to shape research and creativity initiatives—**what are the barriers in the current climate** and what steps can we take to ensure that we can lead a new generation of proactive steps in the next five years?

How do we align our infrastructure and support services so that we can **better respond to the evolving research/creativity environment**?

How can we encourage and nurture an **increased level of successful center-scale and cross-disciplinary proposals** (e.g., ERCs, STCs, MURIs)?

*How we can adapt to and influence an **increasingly uncertain (and potentially onerous) regulatory and compliance environment**? Can IT resources be used more effectively to reduce the burden and overhead associated with compliance?*

*What are some the **barriers to the more effective transfer of knowledge from academia to practice**?*

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The Transformative CMU Experience

The Transformative CMU Experience

Thrust Leaders

Ramayya Krishnan	Dean of the Heinz College
Michael Murphy	Vice President for Campus Affairs

Committee Members

- Rebecca Allison President of the Alumni Association
- Gina Casalegno AVP and Dean of Student Affairs
- Pam Eager Interim Vice President for Advancement
- Denise Fazio Executive Officer of Faculty Senate
- Joel Greenhouse Professor, Statistics
- Kristen Kurland Teaching Professor, Heinz College & Civil & Environmental Engineering

Key Stakeholders

- Admission and Secondary Contacts
- Governance Groups (Student Government, Senate & GSA)
- USAC, UEC, ADC, ADGP, PSAC, SDC, Grad Coordinators
- Faculty Senate & Staff Council
- Student Organizations
- Alumni Groups
- Academic & Non-Academic Units
- Parents
- Employers
- External Stakeholders

Framing Construct and Key Questions

- What are the core values that drive the unique CMU Way?
- What are the core impacts for students:
 - Intellectual and Artistic
 - Professional Development
 - Personal Development
 - Organizational, Community, Societal Development
- What are the core domains and methods of impact:
 - Academic
 - Metacurricular (non-academic)
 - External

Key Initial Discussion Questions and Open Forum

- What are CMU's core values as an institution, and what makes us distinctive?
- What are key contexts and trends in higher education globally that should inform the development of CMU's Strategic Plan?
- How can we continue to best engage the CMU community in developing the plan?

Action Items and Next Steps