

September 24, 2015  
Pittsburgh, PA

# Update Meeting on the Strategic Plan

Strategic Plan **2015-2025**



Carnegie Mellon University

# Strategic Plan 2025: Today's Agenda

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- **Welcome!**
- **Update on the Strategic Planning Process**
- **A Tour of the New Strategic Plan Website**
- **Questions and Feedback**
- **Implementation Planning: An Early Look**
  - **Focus on Metrics and Accountability for Success**
- **Closing Comments and Next Steps**

## Update on the Strategic Planning Process

# Update on the Strategic Planning Process: Key Upcoming Milestones

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- **September 24**      Campus Update on Planning (Open Forum)
- **October 15**      Test Link sent to Full BOT for Review
- **October 29-30**      Full BOT Considers Approval of Strategic Plan 2025
- **November TBD**      **Launch (pending BOT approval)**
- **November 2015**      Implementation!  
**And Beyond**

*\*\*Refinements of the Document and Website will be Ongoing through Launch\*\**

# Where we came from: Focus Areas with Horizontal Enablers

## #1: Transformative Teaching and Learning

Campus community and local/regional impact

Diversity

Balanced budget, infrastructure investment, operational efficiency

Principled policies and efficient practices

Seamless integration of arts & humanities in everything we do

Leveraging & growing strengths in technology

## #2: Transformative Research, Creativity, Innovation and Entrepreneurship

Global engagement & influence

Marketing, branding & communications

Fundraising and priorities for next capital campaign

Solving 21<sup>st</sup>-century challenges w/out 22<sup>nd</sup>-century negative consequences

Impact through contextualized real-world action & influence

???

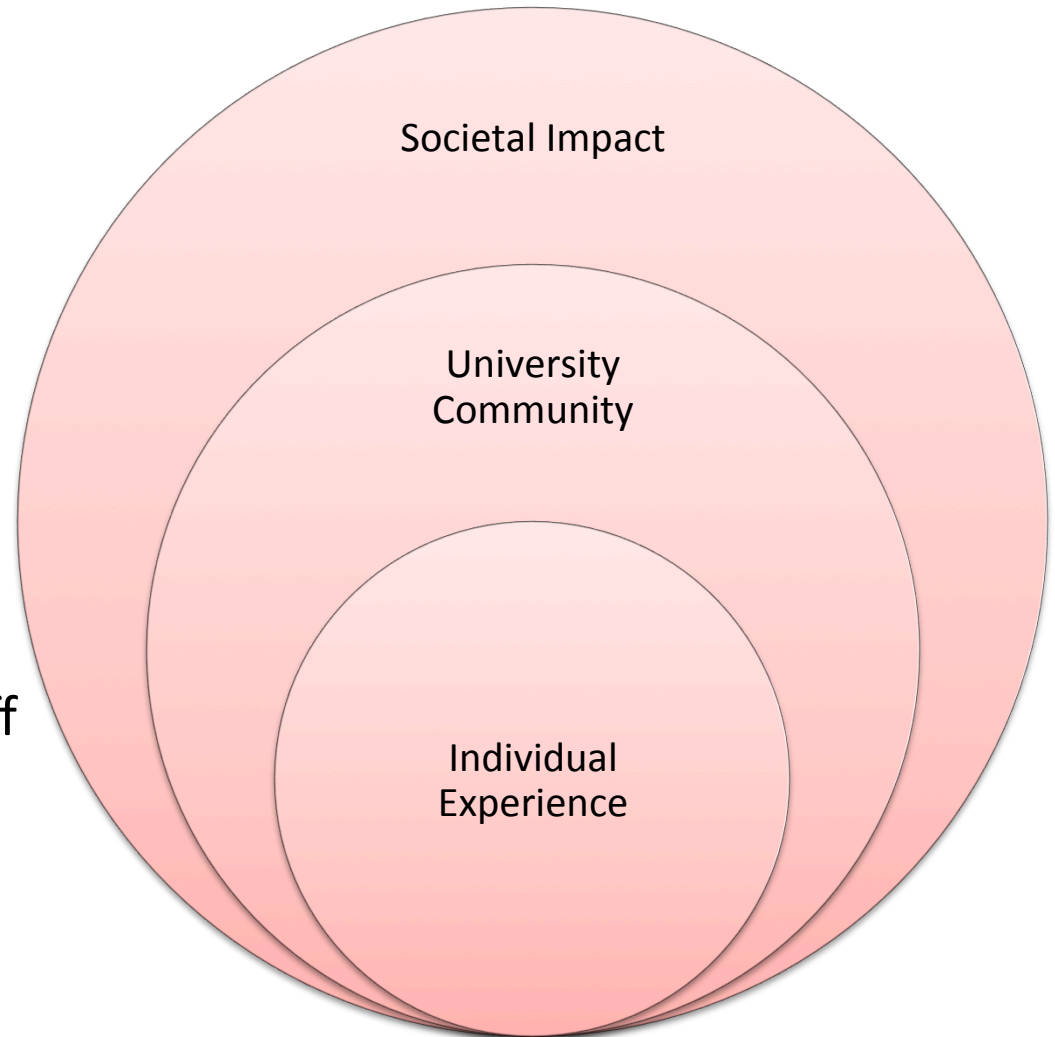
## #3: The Transformative CMU Experience

# Where we are now: A Matrix of Goals and Recommendations

GOALS	Deep Disciplinary Knowledge	Leadership and Formation Skills	Knowing How to Learn	Personal Development, Health, Well-being	Recruiting/retaining World Class Talent	Diverse, Inclusive Community	Interdisciplinary Approaches to Problem Solving	Inclusive Network for Research and Creativity	Destination for Innovation and Entrepreneurship	Leadership in Research and Creativity	Regional Impact	Engaging and Impacting Global Community	TOTAL PER RECOMMENDATION
RECOMMENDATIONS													
Learning science in the CMU classroom	X	X	X				X					X	5
Innovation in Teaching	X	X	X		X		X						5
Apprenticeship and mentorship	X	X	X			X							4
Innovative experiences for students		X	X			X	X					X	5
Engage students in grand challenges		X	X			X	X						3
Holistic personal development		X		X	X	X							4
Ph.D. and master's students needs	X	X		X	X	X							5
Scholarship and fellowship resources					X	X				X	X		4
Deeper connection with parents				X		X						X	3
CMU community culture/climate		X		X	X	X	X					X	6
Recruitment of top faculty	X			X	X	X	X		X	X	X	X	9
Staff professional development				X	X	X					X		4
Catalyzing interdisciplinary encounters					X		X	X	X	X			5
Incubating Emerging Areas	X				X		X	X	X	X			6
Foundational research and creativity	X				X		X	X	X	X			6
Best practices in diversity/inclusion		X		X	X	X					X	X	6
21st century library			X		X		X	X					4
Support for entrepreneurial activities		X			X				X		X		4
Innovation Corridor									X	X	X		3
Ecology of infrastructure	X				X		X	X	X	X			6
Alumni engagement		X							X		X	X	4
Create International Strategy						X				X	X	X	4
Shape research agendas and priorities					X					X	X	X	4
Business Practices					X	X		X	X	X		X	6
TOTAL PER GOAL	8	11	6	7	16	13	11	6	9	10	9	10	

# A New Framework for Organizing the Plan

- What impact should CMU seek to have regionally, globally, and societally between now and 2025?
- What are our goals for the University community between now and 2025?
- What are our goals for CMU students, faculty, staff members, and alumni between now and 2025?



## Demonstration of the Strategic Plan Website



## Implementation Planning with a Focus on Metrics for Success

# Considerations for Implementation Planning and Accountability: Overview

- **Accountability and Alignment.** Strategic Recommendations will have a member of the Academic Leadership Council (a President, Provost, Dean, Vice Provost, or Vice President) as the senior accountable official, and colleges, schools, and operating units will work to align their own work with the high level goals of the plan.
- **Sequencing Activities thru 2025.** Making smart decisions about what requires immediate action, and identifying key short and medium term milestones to drive progress.
- **A living document.** This plan cannot “sit on the shelf” through 2025; instead, University leadership will meet at least annually to evaluate progress to date, and course-correct based on the latest information on and off campus.
- **A Focus on Metrics...**

# Strategic Plan Metrics: Overview

- Metrics have two major functions in the Strategic Plan:
  - 1) Existing metrics will be used as baselines against which goals will be created
  - 2) Existing or new metrics will be used during implementation to assess achievement of goals
  
- There are two types of metrics:
  - 1) Process metrics measure steps taken on the path to achieving the goal (*did we create the initiatives we intended to create?*)
  - 2) Outcome metrics measure the goal dimensions (*did we meet or exceed our targets for undergraduate participation in innovation and entrepreneurship projects?*)

# Developing Strategic Plan Metrics

- Create set of metrics to measure process and outcomes for each strategic recommendation
  
- Review existing data collection and research studies to determine which support the desired metrics
  - Examples of current data sources:
    - student enrollment information (each semester)
    - employee information (annual)
    - *CMU-Student Experience Study* (S15, S18, S21)
    - *Healthy U Student Wellness Project* (F13, F16, F19)
    - *COFHE Alumni Survey* (S13, TBD)
    - program- or participation-specific data collection  
(examples: study abroad, internships, athletics, RA/CA/OC positions)
  
- Create new data collection mechanisms or research studies where needed

## **Closing Remarks and Next Steps**