University Strategic Planning Process

> Kick-off Town Hall Meeting
Introduction, Agenda Review, and Proposed Timeline

- John Lehoczky  Interim Executive Vice President
- Nathan Urban  Interim Provost
- Rick Siger  Director of Strategic Initiatives and Engagement

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  Thanassiss Rikakis
MCS  Dave Yaron
CIT  Jelena Kovacevic, John Kitchin.
Tepper  Laura Synott, Kristen Kurland
Qatar  R. Ravi
Tepper  John O’Brien
Plan for Strategic Planning Process

• Now-December 2014: Brainstorming
  o Committee members will reach out to various groups on campus to seek input.

• Jan-Feb: Additional input and developing priorities
  o Small group meetings with specific constituents
  o Large town hall meetings with the whole committee and all invited

• Feb-March: Identify specific priorities
  o Create some metrics for these priorities and plans for how to influence these metrics

• March-April:
  o 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

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<tr>
<th>Name</th>
<th>Position</th>
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<tr>
<td>Jim Garrett</td>
<td>Dean, College of Engineering</td>
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<td>Farnam Jahanian</td>
<td>Vice President for Research</td>
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## Research and Creativity

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<tr>
<td>Gary Fedder</td>
<td>CIT</td>
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<td>Manuela Veloso</td>
<td>SCS</td>
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<td>Alesandro Acquisti</td>
<td>Heinz</td>
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<td>Alison Barth</td>
<td>MCS</td>
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<td>Lorrie Cranor</td>
<td>CIT/CS</td>
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<td>Kevin Fall</td>
<td>SEI</td>
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<td>Linda Feuster</td>
<td>OSP</td>
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<td>John Folan</td>
<td>CFA</td>
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<td>Irene Fonseca</td>
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<td>Chris Genovese</td>
<td>Dietrich</td>
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<td>Fred Gilman</td>
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<td>Tim McNulty</td>
<td>Gov’t Relations</td>
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<td>Jim Morris</td>
<td>HCII</td>
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<td>Tridas Mukhopadhyay</td>
<td>Qatar</td>
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<tr>
<td>Thanassiss Rikakis</td>
<td>Tech, Design, Art</td>
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<tr>
<td>Mike Trick</td>
<td>Tepper</td>
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## Innovation and Entrepreneurship

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<tr>
<td>Peter Boatwright</td>
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<td>Jessica Hodgins</td>
<td>SCS/Disney</td>
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<td>David Hounshell</td>
<td>CIT/Dietrich</td>
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<td>Rick Stafford</td>
<td>Heinz</td>
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<td>Lauren Ward</td>
<td>Advancement</td>
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<td>Jay Whitacre</td>
<td>CIT</td>
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<tr>
<td>Bob Wooldridge</td>
<td>Tech Transfer</td>
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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, MURI)?

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
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**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:
  o Intellectual and Artistic
  o Professional Development
  o Personal Development
  o Organizational, Community, Societal Development
• What are the core domains and methods of impact:
  o Academic
  o Metacurricular (non-academic)
  o 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