Strategic Plan 2025: Today’s Agenda

• 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

- **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 21st-century challenges w/out 22nd-century negative consequences
- Impact through contextualized real-world action & influence
- ???

#3: The Transformative CMU Experience

Carnegie Mellon University
Where we are now: A Matrix of Goals and Recommendations

<table>
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<tr>
<th>GOALS</th>
<th>Deep Disciplinary Knowledge</th>
<th>Leadership and Formation Skills</th>
<th>Knowing How to Learn</th>
<th>Personal Development, Health, Well-being</th>
<th>Recruiting/retaining World Class Talent</th>
<th>Diverse, Inclusive Community</th>
<th>Interdisciplinary Approaches to Problem Solving</th>
<th>Inclusive Network for Research and Creativity</th>
<th>Destination for Innovation and Entrepreneurship</th>
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<th>Regional Impact</th>
<th>Engaging and Impacting Global Community</th>
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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
Strategic Plan 2025

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
Strategic Plan 2025

Closing Remarks and Next Steps