

May 13, 2016
Pittsburgh, PA

Strategic Plan 2025: Presentation to the Volunteer Forum

Strategic Plan 2015-2025



Carnegie Mellon University

Strategic Plan 2025: Today's Agenda

- **Review of the Strategic Planning Process**
- **An Early Look at Implementation Planning: Where do Alumni fit in?**
- **Questions and Discussion**

Review of the Strategic Planning Process

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

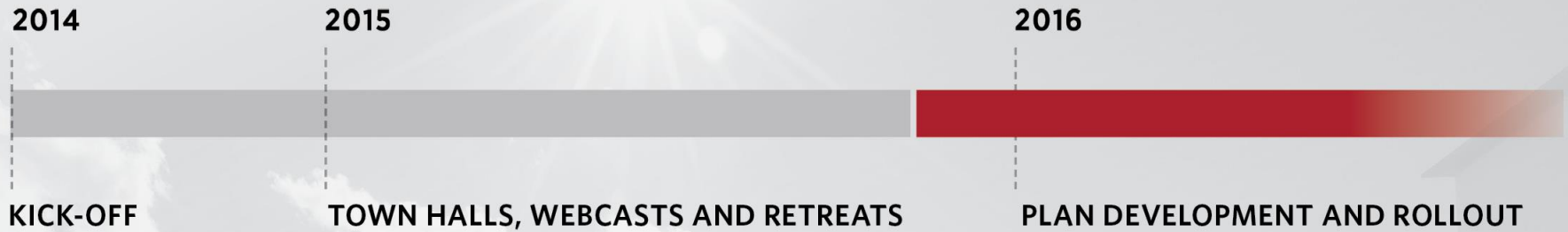
Solving 21st-century challenges w/out 22nd-century negative consequences

Impact through contextualized real-world action & influence

???

#3: The Transformative CMU Experience

The Strategic Plan Process



Town Hall
Attendance

1200+



Comments and
Suggestions Posted

125+



Committee
Meetings

100+



Student, faculty, staff and
alumni participation
on committees

160+

The Strategic Plan Foundation

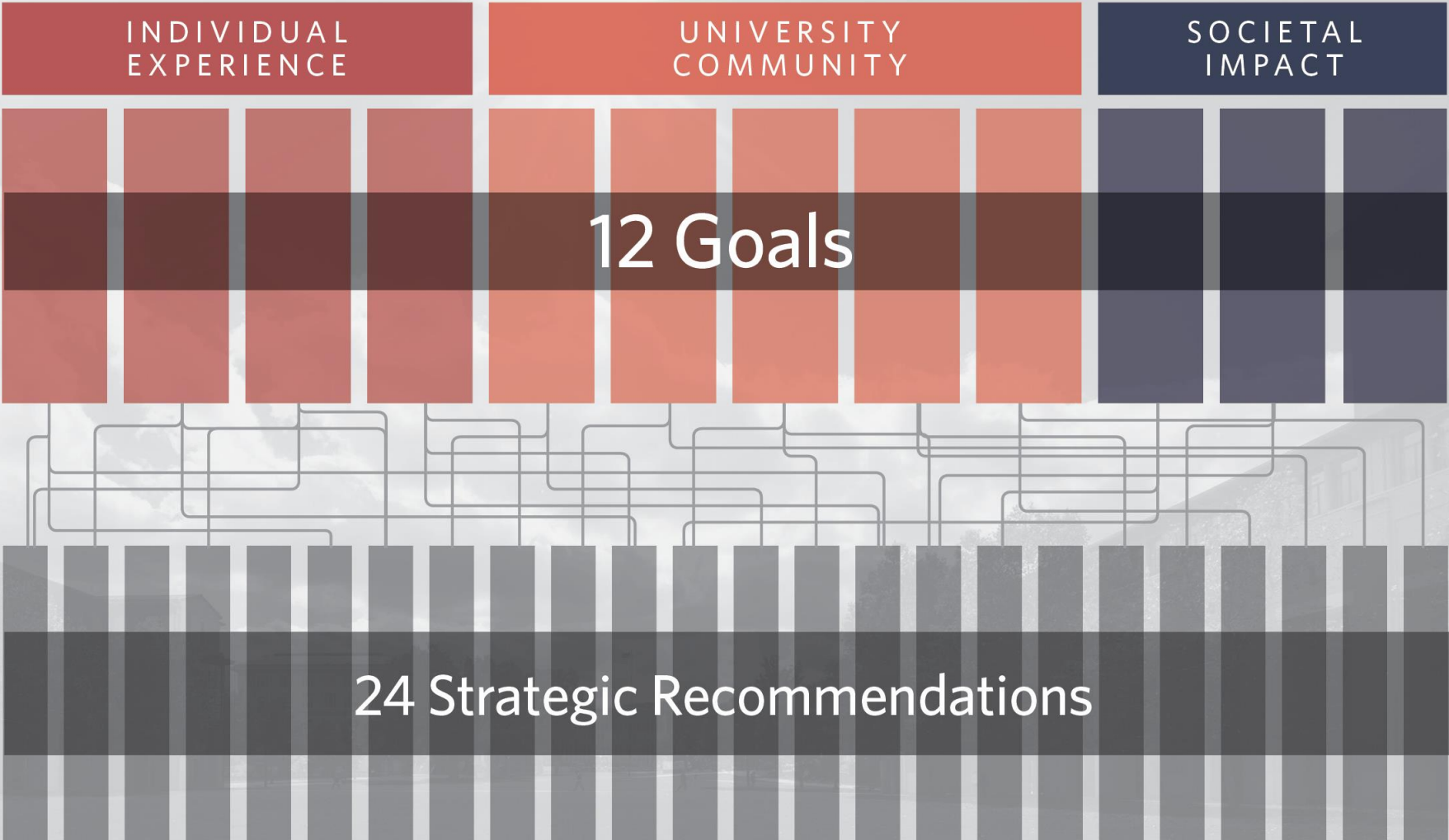
INDIVIDUAL
EXPERIENCE

UNIVERSITY
COMMUNITY

SOCIETAL
IMPACT



An Early Look at Plan Implementation



Where do Alumni fit in to the Strategic Plan?

Answer: A lot! ...

Examples in the Individual Experience...

- Apprenticeship and Mentorship

Strategic Recommendation: Expand access to apprenticeship and mentorship educational models for undergraduate and Masters students.

- Promote strong faculty-student, peer-to-peer, and alumni-student connections and role modeling.

- Innovative Experiences for Students

Strategic Recommendation: Expand the range of innovative experiences offered for students.

- Utilize and align the CMU unit system to continue to advance and redefine the meaning of the term “course” to allow for modularized options, micro and mini course formats, and a more flexible and innovative academic calendar. Leverage CMU’s presence in Washington, D.C.; in Silicon Valley; and across five continents to collaborate with more public and private organizations—especially those with mentoring opportunities from alumni—to create coursework, internships, and other credit-bearing opportunities.

Examples in the University Community...

- Collaborative Culture and Climate

Strategic Recommendation: Foster a climate for intentional interaction and collaboration between individuals and groups from diverse cultures and backgrounds.

- Create a coordinated infrastructure that supports student success from prospective students' first inquiries through their lives as alumni.
- Emphasize international exploration for students, including short-term and semester- or yearlong study-abroad programs, internships overseas, and the opportunity to spend time at CMU campuses outside Pittsburgh. Provide professional opportunities for faculty, staff, and alumni to grow in cross-cultural competency.

- Catalyzing Interdisciplinary Encounters

Strategic Recommendation: Catalyze interdisciplinary encounters among faculty, staff, students, and alumni.

- Invest in programs and events at all levels—including by the Provost, Vice Provost for Research, Deans, and others—that foster meaningful bottom-up collaborations among faculty, staff, students, and alumni.

Examples in Societal Impact...

- Support for Entrepreneurial Activities

Strategic Recommendation: Enhance support for entrepreneurial activities on our campus.

To enlarge the funding options available to CMU entrepreneurs, the university will explore the development of professionally managed venture funds, fueled by contributions from alumni and friends of Carnegie Mellon.

...[CMU] will purposefully engage the network of talented, entrepreneurial CMU alumni as mentors and resources for these activities.

- Alumni Engagement

Strategic Recommendation: Create opportunities for engagement with alumni on a global scale.

Carnegie Mellon alumni represent a diverse group of individuals with incredible talent and expertise. By providing enriching opportunities for alumni to support and remain connected with Carnegie Mellon, they will continue to learn, develop skills, and expand their networks, while also enhancing the campus community and student experience. The university will:

- Foster opportunities for education and networking among alumni to enhance career and professional development.
- Offer alumni meaningful ways to engage with current students, faculty, staff, and each other, including mentoring, career planning, and internship programs.
- Expand access to lifelong learning opportunities for alumni, facilitated by technology-enhanced learning.

Moving Forward: A Focus on Priorities and Accountability for Success

Considerations for Implementation Planning and Accountability: Overview

- **Setting Priorities.** The Leadership Team and Board of Trustees are working to prioritize key initiatives—including attracting outstanding, diverse talent, improving the CMU Experience (see recent email to the CMU community), and more.
- **Accountability and Alignment.** 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.

Questions and Discussion