



STRATEGIC PLAN 2025

Carnegie Mellon University

"This is an extraordinary time for Carnegie Mellon University. With its world-leading strengths at the intersection of technology and humanity, CMU research, innovation and creativity will help shape the 21st century."

James Rohr
Chairman, Board of Trustees

November 2015

Vision and Mission

Our Vision

Carnegie Mellon University will have a transformative impact on society through continual innovation in education, research, creativity and entrepreneurship.

Our Mission

To create a transformative educational experience for students focused on deep disciplinary knowledge; problem-solving; leadership, communication and interpersonal skills; and personal health and well-being.

To cultivate a transformative university community committed to (a) attracting and retaining diverse, world-class talent; (b) creating a collaborative environment open to the free exchange of ideas, where research, creativity, innovation and entrepreneurship can flourish; and (c) ensuring individuals can achieve their full potential.

To impact society in a transformative way - regionally, nationally and globally - by engaging with partners outside the traditional borders of the university campus.

Our Values

Dedication, reflected in our distinctive work ethic and in our commitment to excellence.

Impact, reflected in our commitment to address critical issues facing society regionally, nationally and globally.

Collaboration, reflected in our interdisciplinary approach, our focus on internal and external partnerships and our capacity to create new fields of inquiry.

Creativity, reflected in our openness to new ideas and forms of expression, intellectual curiosity, willingness to take risks and entrepreneurial spirit.

Empathy and compassion, reflected in our focus on improving the human condition and on the personal development of the members of our community.

Inclusion, reflected in a culture and climate that seeks, welcomes and advances talented minds from diverse backgrounds.

Integrity, reflected in our adherence to the highest ethical standards in personal and professional behavior, and in our commitment to transparency and accountability in governance and everything we do.

Sustainability, reflected in our shared commitment to lead by example in preserving and protecting our natural resources, and in our approach to responsible financial planning.

Individual Experience

As the university experience continues to change and evolve, Carnegie Mellon is more committed than ever to providing a world-class education for students in a productive, nurturing environment where all members of our community can thrive. The university's primary educational goal remains the cultivation of deep expertise within each student's chosen field. To excel in the 21st century, students must also have the ability to recognize, frame and address complex problems; the capacity to combine reflection with appropriate action; the ability to communicate effectively; the skill to work productively with diverse collaborators; the motivation to work within and contribute to professional and social networks; an understanding of the importance of physical and emotional wellness, including a balance between professional and personal activities; and the drive to learn continuously throughout their lives and careers as actively engaged alumni.

Learning Science

[Innovating our approaches to teaching and learning](#) — based on CMU's world-leading research into learning science — has the potential to enrich learning for all students and to make university education more personalized, more interconnected and more efficient. Technology-enhanced learning's potential is opening up discussions across CMU about how to design a university experience that better leverages the expertise of our world-class faculty to interact with students in smaller groups on more complicated, real-world projects and in more interdisciplinary settings.

The CMU Experience

CMU has strongly prioritized enhancing the CMU Experience, a broad but equally vital priority with two dimensions: (1) the personal dimension that allows each of us to live healthy, rich lives, and (2) the community dimension in which all of our students, faculty and staff feel connected to one another by a common sense of purpose, pride and spirit. The focus on this important topic can be found in many of the plan's recommendations, including those on [health and wellness](#) and fostering a [collaborative culture and climate](#).

Evolving Roles of Faculty

Finally, the education and research roles of faculty members are also changing. The faculty is adapting to new approaches to instruction and advising that engage students

more intentionally in active learning, including hands-on making. At the same time, faculty members are taking on urgent research challenges in an era when funding for research is constrained and competition for global talent has never been more intense. Carnegie Mellon has the opportunity to develop innovative ways to support individual faculty members, especially junior faculty, in their teaching and research roles.

Individual Experience Goals:

Deep Disciplinary Knowledge - *Provide students with what is demonstrably the best education in the world in their disciplines; inspire them to seek knowledge, not just while they are at CMU, but throughout their lifetimes.*

Leadership, Communication and Interpersonal Skills - *Give students the knowledge and skills that are increasingly important in today's interconnected world, including interpersonal, professional and visual communication skills; collaboration and teamwork, especially with diverse others; empathy and concern for the welfare of others; and organizational and leadership skills.*

Knowing How to Learn - *Cultivate a learning environment in which students are challenged to know when they need to learn more, supported to find appropriate resources with which to learn more, and encouraged to explore how they learn most effectively as individuals throughout their lifetimes.*

Personal Development, Including Physical and Emotional Health and Well-Being - *Encourage individuals to pursue a high quality of life, to develop their talents and interests and to value physical, emotional and spiritual health throughout their lifetimes.*

Strategic Recommendations

Apprenticeship and Mentorship

- Expand access to apprenticeship and mentorship educational models for undergraduate and master's students.

- Encourage learning through projects, research and other models that facilitate more direct student interaction with faculty.
- Ensure all undergraduate students have an opportunity to engage in research or project-based activities during their time at Carnegie Mellon.
- Provide majors and non-majors with opportunities to gain experience solving real-world problems, learn how to pose important questions, deal with uncertainty and engage deeply with expert faculty mentors and advisors.
- Promote strong faculty-student, peer-to-peer and alumni-student connections and role modeling.

Innovative Experiences for Students - Focus on innovative options beyond the typical classroom experience:

- Create a more flexible academic calendar, to include an interim term (or “I-Term”).
- Expand curricular and meta-curricular experiential learning programs, including volunteer opportunities in the community and internships.
- Expand interdisciplinary course, minor and degree options, including fusion learning experiences such as the Integrative Design, Arts and Technology Network (IDeATe) program.
- 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.

An Integrated Graduate Education - Define and deliver an integrated approach to a transformative educational experience for all graduate students.

- Although the academic unit and department must remain at the core of the graduate experience, institutional resources and expertise should be leveraged to ensure training, growth and development of the student in multiple dimensions.
- Commit to a core set of expectations for an integrated graduate student experience across disciplines, programs and levels that ensure a high-quality education, and the support structures and services necessary for students to thrive.
- Develop a comprehensive graduate strategy to realign resources, policies and campus culture to best meet the needs of the evolving demographics of our graduate population, with particular focus on international students.

- Facilitate exploration, growth and boundary crossing in graduate experiences in interdisciplinary and multidisciplinary contexts.
- Integrate curricular requirements with existing and new aspects of the metacurriculum, while balancing the complex demands of the graduate experience. Facilitate and fund rich interdisciplinary experiences, such as research seminars; exchanges, internships, I-term engagement; and conference presentations for graduate students to explore the intersections of their disciplines with other emerging opportunities within and beyond academia.
- Engage graduate students in understanding and addressing the complex needs of a global society, and prepare them for a changing and more diverse workplace.
- Ready students for the work of tomorrow - not just the skills needed for today.
- Engage graduate students in work that anticipates and moves ahead of the cutting edge of their fields.

Scholarships and Fellowships - Expand scholarship and fellowship resources for undergraduate and graduate students.

- Significantly increase resources available for scholarships and fellowships to improve recruitment and retention of a diverse student population, while bolstering faculty and staff recruitment by ensuring that our students are the best and brightest, regardless of financial means.
- Highlight both the inherent financial support and the honorific designation for recipients.
- Continue efforts to limit student borrowing, to the degree possible, especially for students who require the most support.
- Expand direct financial support to helping students and families manage the cost of attendance in the context of the conspicuous financial return on investment that the Carnegie Mellon University education affords our alumni.

Focus on holistic health and wellness for students, faculty and staff

- Reinforce an environment that prioritizes physical health, mental health and overall wellness as a foundation for lifelong success and happiness.
- Continue to develop physical spaces for mindfulness, spirituality, reflective practices and meaningful social engagement, as well as fitness, recreation and athletics.
- Develop a destination space for students where wellness is promoted through expert delivery of services, including health services, counseling and psychological services, and other university programs committed to holistic well-being. Continue to develop healthier dining options, while further developing traditional dining areas as social and interactive venues.

- Systematically explore ways to reduce unnecessary stress in the academic environment and to promote an appropriate work-life balance.

Professional Development for Staff

- The university's staff is critical to the advancement of our education, research and service missions. Staff members have substantive support needs and require an environment that allows for and encourages professional and personal fulfillment.
- Enhance the status of staff on campus, with a focus on management and leadership training, technical skill development, mentoring, greater inclusion in decision-making, collaboration of governing bodies, defined career paths (ladders) and merit-based incentives, including compensation.
- While maintaining high expectations, ensure that staff members have reasonable opportunities to engage in the life of the campus, to enjoy and benefit from the unique learning community that is Carnegie Mellon, and to be celebrated for their role in our collective success.

The University Community

The Carnegie Mellon community is made up of highly talented students, faculty, staff, alumni and families from all over the world. As individuals, we have many kinds of creative talents and intellectual strengths; as a community, we are widely regarded as a place where people connect and collaborate across disciplines to solve critical societal challenges.

CMU is much more than the simple sum of our seven colleges and schools; it is a place that fosters the integration of deep scholarly expertise with innovation, entrepreneurship and human creativity. The university has a critical interest in supporting innovation and remaining renowned for entrepreneurial thinking and action. Creating responsive infrastructure to support the university's teaching and research missions is an important step in CMU's continued success as a community of learning and discovery.

Although we appreciate and celebrate the capabilities of social media and virtual connections, we also recognize the educational value of blending technology with face-to-face interaction for all members of our community; this can be manifested in instructional programs, design and use of space and facilities, enhancement of collaborative experiences and support for wellness and career-life balance.

Attracting and retaining outstanding, diverse talent remains a critical challenge for Carnegie Mellon, and continues to be a major area of focus for students, faculty and staff. Since the plan's creation, CMU leadership has focused on creating a practical, effective process for recruiting and retaining women and underrepresented minorities, along with inclusive policies and practices that build a sense of community among people with many backgrounds, skills and strengths. There is more important work to be done as we strive to make the CMU community welcome to all.

University Community Goals

A Diverse and Inclusive Community - *Create a diverse and inclusive community and environment where CMU faculty, staff, students, and alumni develop a distinctive ability to work, learn and live in diverse environments.*

A Concentration of World-Class Talent - *Recruit and retain world-class undergraduate students, graduate students, faculty and staff; foster a culture of support for professional and personal development.*

A Culture of Interdisciplinary Approaches to Problem-Solving - *Engage students, faculty and staff in meaningful interdisciplinary approaches to solving problems; provide students with the tools to integrate perspectives across boundaries, with an emphasis on deep disciplinary knowledge driving new thinking at the edges and intersections of traditional fields.*

An Interconnected Network for Research and Creativity - *Grow the research and creativity enterprise as a broad and interconnected network of exploratory activities, including creative endeavors, basic discoveries and translational innovations.*

A Destination of Choice for Innovation and Entrepreneurship - *Make CMU the academic destination for faculty, staff, students and alumni seeking a culture of innovation and entrepreneurship with opportunities to learn, conceive, collaborate, launch and lead in new endeavors.*

Strategic Recommendations

Best Practices in Diversity and Inclusion

- Support diversity and inclusion initiatives with appropriate resources and advance best practices in recruiting from diverse populations.
- As CMU strives to recruit outstanding faculty, students and staff, it must continue to set a tone at all levels of leadership that stresses the critical importance of diversity, and hold university leaders and community members accountable for progress.
- Develop and implement tools and programs to optimize practices in diversity and inclusion throughout the university community.
- Enhance standards for recruiting practices, including mandatory training in implicit bias for search committees, cross-departmental sharing of finalists to fill vacant positions, and a focus on recruiting diverse personnel at all levels of leadership.
- Carefully cultivate and mentor existing talent at the undergraduate and graduate levels to broaden pools of prospective candidates for key positions.
- Identify and institute best practices in student recruitment, admission decision-making and enrollment to recruit a strong and diverse student body.

Collaborative Culture and Climate

- 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.
- Focus on underrepresented groups, including women in certain fields, underrepresented minorities, first-generation students, students with disabilities and others.
- Reinforce throughout the community a fundamental personal respect for all individuals, underscored by civility, active engagement, transparency and support.
- Engage community members in ongoing and meaningful intergroup dialogues to engender global understanding and perspectives; identify opportunities to better integrate U.S. and international students.
- Provide curricular and metacurricular activities to benefit students, faculty and staff in a multicultural environment.
- Emphasize international exploration for students, including short-term, 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.

Foundational Research and Creativity

- Nurture and value foundational research and creative forms of academic expression.
- To maintain and strengthen the rich intellectual environment that CMU has built over its history, the university must be an institution that not only maintains strength in problem-driven research, but also nurtures and values curiosity-driven research and creative forms of academic expression.
- Because external support of trailblazing or controversial topics can be difficult or even impossible to obtain, CMU will establish seed funding programs to encourage nascent ideas and creative expressions, and to support other forms of early-stage research and creation.
- To encourage faculty, students and staff to launch initiatives aimed at making progress on societal problems and advancing the human condition, the university will create ACTIVATE, a program modeled on IDeATe, which will create spaces, structures and resources for interdisciplinary research and teaching that lead to some form of social change and/or raise awareness on topics such as immigration, public health, sustainability, diversity, conflict, privacy and identity, and human rights, among others.
- In recognition of the fact that Carnegie Mellon's faculty engage in a broad range of creative work that does not fit within the traditional constraints of the promotion and tenure process, the university will reward and acknowledge creativity,

entrepreneurship and other impactful activities by expanding the range of work eligible for consideration in promotion and tenure decisions.

Recruiting and Retaining World-Class Faculty

- Continue to aggressively pursue the highest-caliber talent throughout the world, within disciplines and in interdisciplinary domains.
- Remain vigilant in retaining outstanding faculty, including relevant funding support and salary considerations, capitalizing on the unique attributes of the university environment in comparison to many better-resourced institutions.
- Create a formal network for mentorship to nurture and support junior faculty throughout their tenure at Carnegie Mellon.
- Tightly couple the development of professional and leadership skills with advancement opportunities for all faculty, with an intentional focus on junior faculty, women and underrepresented minorities.
- Promote engagement among faculty, across disciplines, as well as connections with administrators, staff and alumni, enhancing civility and social engagement while building strong networks of support.
- Address specific career-life issues, including enhanced access to child care and dual career issues, to help faculty facilitate career success in tandem with meaningful family life, address personal health and well-being, and navigate other life events.
- Further advance the current trajectory of more active engagement and collaborations between faculty and administration, including increasing opportunities for shared governance.
- Within a context of transparency, create and welcome opportunities for faculty to leverage their expertise to inform university best practices in matters operational, curricular and developmental.

Engaging Parents and Family Members

- Enhance the meaningful engagement of parents and family members within the Carnegie Mellon community.
- Parents and family members play an important role in the growth, development and success of CMU students. The college years are a time of transformation, and developing the life skills necessary to successfully navigate one's personal affairs is an important outcome of a student's university experience. Recognizing the unique nature of each individual relationship and family system, students will direct the engagement with parents and other family members about their university experience.
- While parents and family members are most likely to be engaged with the university at key transitional periods and celebratory events, numerous opportunities exist for parents' direct engagement with the Carnegie Mellon

community throughout their students' enrollment and beyond. To support meaningful engagement between the university and parents, we will:

- Create a shared vision of parent and family engagement by CMU faculty, staff and administrators.
- Develop a coherent plan for parent and family engagement and communication that anticipates natural transitions.
- Implement an approach to provide parents and family members with a high-quality experience whenever they are engaged with the university.

Catalyzing Interdisciplinary Encounters

- Catalyze interdisciplinary encounters among faculty, staff, students and alumni.
- CMU has a long tradition of interdisciplinary innovation resulting from bottom-up collaborations among colleagues, with new ideas often resulting from informal interactions. CMU will:
 - Create conditions on campus that promote more interactions to build such serendipitous connections and strengthen interdisciplinary encounters.
 - Invest in programs and events at all levels including those by the provost, vice president for research, deans, and others that foster meaningful bottom-up collaborations among faculty, staff, students and alumni.
 - Develop communication mechanisms for faculty, staff and students to share interests, and promote shared research opportunities and creative endeavors.

An "Ecology" of Infrastructure and Support

- Develop an "ecology" of infrastructure and support to promote and support excellence in CMU's research, creativity, innovation and entrepreneurship endeavors.
- Physical space and its accompanying infrastructure of equipment and support services, provided at the right time and in the right configuration, can be a powerful enabler of research, creativity, innovation and entrepreneurship.
- Our faculty, staff and students require administrative support and business guidance in pursuing the funding necessary to allow them to develop impactful work, such as center-scale research initiatives. The support must be comprehensive, creative and effective to enable faculty, staff and students to maximize their opportunities.
- CMU will develop and implement an "ecology" of infrastructure to provide an inventory of flexible and transitory space and services that can be reconfigured to support research and creative endeavors as they develop and mature. This infrastructure will be shared across the university and will include a variety of space and expertise suited for initiatives of various types and at various stages of development. It will include incubation space, wet laboratories, distance studios

and ideation spaces, as well as specialized expertise such as that needed for operating particular equipment. Space will be available for industry to interact with our researchers on collaborative projects.

- Perhaps our largest aim is to create a variety of flexible space that students and faculty can use to collaborate, that new ventures can use as rentable space to develop and mature before moving on to more permanent space, and that businesses can use to sponsor projects and collaborate with CMU students and faculty.

Efficient, Effective Business Practices

- Focus on efficient, effective and nimble business practices to support the needs of an evolving university community.
- As CMU continues to diversify the nature of its programs and partnerships, it is essential that departments, schools and colleges work together to build a strong financial foundation by creating efficiencies, improving policies and processes, and reducing duplication and costs throughout the university. Specifically, CMU will:
 - Implement a new policy process to establish a consistent, timely framework for the creation, consideration, socialization and adoption of new policies, and to set a regular schedule for review of existing policies.
 - Encourage focus, prioritization and a data-driven approach in decision-making, and balance the university's ambition to launch new initiatives with the importance of being sure those initiatives remain sustainable in the long term.
 - Identify and pursue key management initiatives to improve productivity, and continually align business processes and operations to enable faculty, students and staff to support the mission of the university. Communicate that connection broadly to the university community.

Societal Impact

No university is better positioned to improve the human condition on a global scale than Carnegie Mellon. We are known for collaborating across disciplines, both on our own campus and beyond. We facilitate and celebrate the contributions and leadership of our students, faculty, staff and alumni.

CMU's emphasis on innovation has created an entrepreneurial mindset among students, alumni, staff and faculty, many of whom are committed to translating their ideas from the laboratory and the studio to the marketplace and the public square. Supporting entrepreneurial activities remains a key priority for the entire university community, and it is especially important in sustaining our commitment to contribute to the economic and cultural life of Pittsburgh and Southwestern Pennsylvania.

Our leadership in critical areas of education, research and creativity positions us to be trailblazers in the global community of knowledge creators in the 21st century. And by leveraging our historic strengths at the intersection of technology and humanity, we will ensure excellence across all fields of study, especially science, across the university, in which we embrace new paradigms in scientific discovery to cultivate, enable and build a better environment for curiosity-driven foundational scientific research.

Societal Impact Goals:

Leadership in Research and Creativity - *Lead and be widely recognized for achieving excellence in research and creativity, advancing the understanding of fundamental questions and developing solutions to problems of societal significance.*

Regional Impact - *Continue to contribute significantly to economic growth and quality of life in Pittsburgh, Southwestern Pennsylvania, and all the regions where CMU operates.*

Engaging and Impacting the Global Community - *Build on leadership in world-class education and research outside the borders of a traditional university campus; focus on continued international engagement, and deeper and broader incorporation of the full CMU experience around the world.*

Strategic Recommendations

Shaping the Research Agenda

- Shape the regional, national and international research agenda and priorities.
- CMU will take a more proactive role in shaping the national agenda and federal research priorities by developing new ways to discover and define the issues that deserve investigation and debate - by better communicating the excellence of our research.
- We will create opportunities for the entire campus to engage in dialogue on emerging big ideas that have the potential to lead to center-scale activities.
- We will proactively incite discussion on emerging issues of societal importance by developing and convening symposia and forums that bring together leading minds representing a broad range of perspectives, experience and expertise.
- The university will commit institutional support for encouraging and engaging faculty to serve in national and international roles, for example, appointments to federal agencies such as the National Science Foundation and the Defense Advanced Research Projects Agency, or roles in national and international advisory groups such as the National Council on the Arts.
- We will recognize and promote the accomplishments of our faculty, staff and alumni by increasing the number nominated for prestigious awards and recognitions, both internally and externally.

Incubating Emerging Areas

- Exploration of new ideas can be stymied by limited resources - human, physical and financial - particularly at the earliest stages of development when their viability may be uncertain. CMU will provide an environment where new ideas can be born and nourished until they become capable of supporting themselves. CMU will:
 - Support the establishment of cluster hires to bring diverse expertise to interdisciplinary initiatives, allowing rapid ramp-up in areas of strategic importance.
 - Provide additional top-down support that aids in the growth and development of bottom-up research, creativity, innovation and entrepreneurial endeavors.

The Innovation Corridor

- CMU will grow its world-class research, creativity, innovation and entrepreneurship ecosystem along Forbes Avenue into the most powerful and impactful innovation corridor between the U.S. coasts.

- The university will create an interconnected, sustainable physical environment at Carnegie Mellon to reflect this emphasis on innovation and engage with key regional partners. It will also promote and align programs to encourage the intersection of entrepreneurship and company creation with industry relationships and the arts.

Crafting an International Strategy

- Craft a strategy to identify emerging international opportunities and to nurture ongoing international partnerships.
- In partnership with the colleges and schools, the university will develop strategic guidelines to govern the creation of international partnerships and educational programs, and to periodically review existing campus and degree programs and partnerships outside the United States.
- CMU will iterate those guidelines based on experimentation and experience, with a focus on applying CMU's distinctive approach to education and research, sharing best practices and coordinating resource sharing.
- CMU will proactively pursue locations for expansion, educational opportunities and research areas with the potential for high local and global impact.

Engaging Alumni

- 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.

Acknowledgments

The university community owes enormous thanks to the members of the Carnegie Mellon community who devoted their time, effort and expertise as members of the inaugural strategic planning committees. Although the final product is organized differently, the work of these committed individuals was divided into three focus areas and a number of cross-cutting themes, as of November 2015.

The following abbreviations for schools and colleges are used below:

| | |
|------------|--|
| CFA | College of Fine Arts |
| DC | Dietrich College of Humanities and Social Sciences |
| E | College of Engineering |
| HNZ | Heinz College |
| MCS | Mellon College of Science |
| SCS | School of Computer Science |
| TPR | Tepper School of Business |

Focus Area 1: Transformative Teaching and Learning

Leaders:

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Subra Suresh, President

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Committee Members:

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Focus Area 2: Transformative Research, Creativity, Innovation, and Entrepreneurship

Leaders:

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 Rick Stafford (S 1968, HNZ 1972), HNZ
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 Jay Whitacre, E
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Focus Area 3: The Transformative CMU Experience

Leaders:

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Committee Members:

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**The Faculty Working Group coordinated eight focus groups with faculty groups from all colleges and schools, with broad faculty track representation.*

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Alumni Working Group:*

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**The Alumni Working Group included consultation with the Alumni Advisory Board and other key alumni stakeholders.*

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 Joshua Centor, Campus Affairs
 Sophie Elias, Marketing and Communications
 Brian Fernandes, Campus Affairs
 John Hannon, Campus Affairs
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 Lisa Krieg, Campus Affairs
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Cross-Cutting Theme: Diversity and Inclusion

Leaders:

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Cross-Cutting Theme: International Strategy

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