

PRIORITY I - TEACHING AND LEARNING

I. CREATE AN ENVIRONMENT THAT SUPPORTS TEACHING AND LEARNING AS THE TOP PRIORITY.

STRATEGIES

1. RAISE ACADEMIC STANDARDS BY IMPLEMENTING EFFORTS THAT INCREASE EXPECTATIONS AND LEARNING ACROSS THE CURRICULUM.

2. PROVIDE STUDENTS OPPORTUNITIES TO SYNTHESIZE, INTEGRATE AND APPLY THEIR KNOWLEDGE.

3. IMPROVE THE QUALITY AND RIGOR OF THE COMPETENCIES (WRITING, MATH, SPEECH) AND THE UNIVERSITY PROGRAM.

4. COORDINATE AND EXPAND PROGRAMS OR EFFORTS THAT INSTITUTE AND PROMOTE STUDENT ENGAGEMENT AND ACADEMIC SUCCESS, PARTICULARLY DURING A STUDENT'S FIRST YEAR.

5. TARGET, ATTRACT AND RETAIN WELL-QUALIFIED AND PREPARED STUDENTS, FACULTY AND STAFF

6. DECREASE THE CURRENT STUDENT TO FACULTY RATIO.

INITIATIVES

ACADEMIC SENATE IDENTIFIES POSSIBLE WAYS TO RAISE ACADEMIC STANDARDS AND REFERS THEM TO APPROPRIATE SENATE AND OTHER BODIES FOR CONSIDERATION AND RECOMMENDATIONS.

INVENTORY THE CURRENT AVAILABILITY AND UTILIZATION OF THESE OPPORTUNITIES AND WHAT WOULD BE NEEDED TO EXPAND THEM.

IMPLEMENT THE NEW MORE RIGOROUS COMPETENCY REQUIREMENTS IN MATHEMATICS.

APPROVE AND IMPLEMENT THE NEW MORE RIGOROUS ENG 201 WRITING REQUIREMENTS.

COMPLETE THE GENERAL EDUCATION REVIEW TO IDENTIFY SUCCESS AND DEFICIENCIES IN THE CURRENT PROGRAM AND EVALUATE THE OVERALL QUALITY OF CMU'S GENERAL EDUCATION PROGRAM.

REQUEST THAT THE AD HOC PROVOST/SENATE ACADEMIC, RESIDENCE LIFE AND STUDENT AFFAIRS LIAISON COMMITTEE EVALUATE THE IMPACT OF CURRENT EFFORTS, IDENTIFY AND EVALUATE OPPORTUNITIES, AND MAKE RECOMMENDATIONS FOR GREATER COORDINATION AND EXPANSION.

DOCUMENT AND EVALUATE THE EFFECTIVENESS OF CURRENT RECRUITING AND RETENTION DATA RELATIVE TO STUDENTS, FACULTY AND STAFF.

DEVELOP AND IMPLEMENT A MULTI-YEAR ENROLLMENT MANAGEMENT PLAN. ESTABLISH ENROLLMENT TARGETS AND PLAN FOR THE SUPPORT NEEDED TO CARRY OUT THE PLAN.

STUDY THE CURRENT PROCESS OF SCHEDULING HONORS COURSES AND ASSIGNING INSTRUCTORS. MAKE AND IMPLEMENT RECOMMENDATIONS FOR IMPROVEMENT BASED ON A REVIEW OF MODELS WORKING WELL ELSEWHERE.

GATHER SCH/FTE RATIOS, BY DISCIPLINE AND COURSE LEVEL, FOR CMU AND BENCHMARK INSTITUTIONS.

PRIORITY II - DIVERSITY AND GLOBAL PERSPECTIVES

II. PROVIDE EDUCATIONAL EXPERIENCES AND PROGRAMS THAT ENHANCE DIVERSITY AND A GLOBAL PERSPECTIVE.

STRATEGIES

1. INCREASE THE DIVERSITY OF FACULTY, STUDENTS AND STAFF.

2. DEVELOP AND BETTER INTEGRATE INTERNATIONAL PROGRAMS INTO THE CURRICULUM AND CAMPUS LIFE.

3. ENHANCE PROGRAMS AND ACTIVITIES FOR STUDENTS, FACULTY AND STAFF THAT FOSTER BETTER UNDERSTANDING ACROSS DIVERSE GROUPS.

INITIATIVES

ESTABLISH GOALS FOR THE ENROLLMENT AND RETENTION OF STUDENTS FROM UNDER-REPRESENTED ETHNIC AND RACIAL GROUPS.

EVALUATE THE EFFECTIVENESS OF CURRENT EFFORTS TO RECRUIT AND RETAIN FACULTY AND STAFF FROM UNDER-REPRESENTED GROUPS AND MAKE RECOMMENDATIONS FOR WAYS TO INCREASE EFFECTIVENESS. ESTABLISH RETENTION GOALS FOR FACULTY AND STAFF FROM UNDER-REPRESENTED GROUPS.

THE INTERNATIONAL EDUCATION COMMITTEE WILL CONDUCT A STUDY OF THE CURRENT STATUS OF, AND MAKE RECOMMENDATIONS FOR, INTEGRATING INTERNATIONAL PROGRAMS INTO THE CURRICULUM.

DEVELOP IMPROVED ARRANGEMENTS BETWEEN ACADEMIC UNITS FOR SHARED RESPONSIBILITIES IN THE DEVELOPMENT AND OPERATION OF STUDY ABROAD PROGRAMS.

EXPAND FACULTY DEVELOPMENT SURROUNDING USE OF PEDAGOGICAL PRACTICES AND CONTENT RELATED TO DIVERSITY AND RELATIONSHIP DYNAMICS.

THE MULTICULTURAL EDUCATION COUNCIL WILL COMPLETE A STUDY OF THE CURRENT STATUS OF, AND MAKE RECOMMENDATIONS FOR, INTEGRATING MULTICULTURAL PROGRAMS INTO THE CURRICULUM.

PRIORITY III - RESEARCH AND CREATIVE ACTIVITY

III. ENHANCE THE INFRASTRUCTURE FOR RESEARCH AND CREATIVE ACTIVITY.

STRATEGIES

1. IDENTIFY FOR TARGETED INVESTMENT, PROGRAMS OF RESEARCH AND CREATIVE ACTIVITY WITH GREATEST POTENTIAL TO ACHIEVE NATIONAL PROMINENCE.

2. ACHIEVE A LEVEL OF FUNDING THAT REFLECTS THE STATUS OF THE UNIVERSITY AS RESEARCH INTENSIVE INSTITUTION.

3. SUPPORT GREATER FLEXIBILITY WITH RESPECT TO FACULTY RESPONSIBILITY.

4. INCREASE THE ENGAGEMENT OF STUDENTS IN RESEARCH AND CREATIVE ACTIVITY AT THE UNDERGRADUATE LEVEL.

INITIATIVES

THE PRESIDENT WILL ESTABLISH A TASK FORCE OF FACULTY AND STAFF THAT WILL RECOMMEND TO THE UNIVERSITY CRITERIA AND A PROCESS FOR SELECTING PROGRAMS WITH GREATEST POTENTIAL FOR ACHIEVING NATIONAL PROMINENCE. THE TASK FORCE WILL IMPLEMENT THE SELECTION PROCESS AND RECOMMEND PROGRAMS FOR TARGETED INVESTMENT. THEY WILL ALSO RECOMMEND A PROCESS FOR ONGOING MONITORING OF THE EXTENT TO WHICH SELECTED PROGRAMS ACHIEVE THEIR ANTICIPATED OUTCOMES AND WARRANT CONTINUED FUNDING.

FINALIZE A RESEARCH TRANSFORMATION PLAN THAT WILL SIGNIFICANTLY STRENGTHEN THE INFRASTRUCTURE SUPPORTING RESEARCH AND CREATIVE ACTIVITY AND BEGIN IMPLEMENTATION.

DEVELOP A COMPELLING CASE FOR INCREASED STATE FUNDING.

COMPARE THE CURRENT FACULTY WORKLOAD WITH BENCHMARK UNIVERSITIES, DISTRIBUTE DATA TO DEPARTMENTS FOR DISCUSSION AND CONDUCT CONVERSATIONS WITH THE FACULTY ASSOCIATION.

INCREASE RESOURCES AND OTHER SUPPORT FOR UNDERGRADUATE RESEARCH AND CREATIVE ACTIVITY TO ALLOW MORE STUDENTS TO PARTICIPATE AND TO COVER ESSENTIAL EXPENSES.

INCREASE RESOURCES AVAILABLE TO UNDERGRADUATES THAT ARE REQUIRED FOR PUBLICATION AND PERFORMANCE, AS WELL AS FOR TRAVEL TO PRESENT OR PERFORM AT NATIONAL CONFERENCES.

PRIORITY IV - PUBLIC SERVICE

IV. PROVIDE SERVICE FOR THE PUBLIC GOOD.

STRATEGIES

1. SUSTAIN THE QUALITY AND SCOPE OF THOSE PUBLIC OUTREACH AND SERVICE EFFORTS THAT ARE OF HIGH QUALITY AND VISIBILITY.

2. SERVE AS A REGIONAL CENTER FOR CULTURAL AND INTELLECTUAL EVENTS.

3. RECOGNIZE AND PROMOTE STUDENTS' PUBLIC SERVICE EFFORTS

4. RECOGNIZE AND PROMOTE FACULTY AND STAFF SERVICE IN THEIR AREAS OF PROFESSIONAL EXPERTISE.

INITIATIVES

DEVELOP FOUR NEW INNOVATIVE PROGRAMS TO MEET THE NEEDS OF OFF-CAMPUS STUDENTS.

INVENTORY THE RANGE OF EVENTS AND PATTERNS OF PARTICIPATION, AND ANALYZE POSSIBLE NEEDS FOR ADDITIONAL PROGRAMS OR EVENTS.

DEVELOP A COMMUNICATION PLAN TO RECOGNIZE AND PROMOTE STUDENT SERVICE, UTILIZING MULTIPLE MEDIA AND INCLUDING CMU BROADCASTING AND CMU MINUTES.

INVENTORY CURRENT PROFESSIONAL SERVICE ACTIVITIES OF FACULTY AND STAFF FOR USE IN A COMMUNICATION PLAN.

DEVELOP A COMMUNICATION PLAN TO RECOGNIZE AND PROMOTE FACULTY AND STAFF SERVICE, UTILIZING MULTIPLE MEDIA AND INCLUDING CMU BROADCASTING AND CMU MINUTES.

PRIORITY V - CULTURE OF INTEGRITY

V. STRENGTHEN THE INSTITUTION'S CULTURE OF INTEGRITY.

STRATEGIES

1. DEFINE AND UPHOLD STANDARDS OF ACADEMIC AND PROFESSIONAL RESPONSIBILITY AND MODEL RESPECT AND CIVILITY.

2. SERVE AS A REGIONAL CENTER FOR CULTURAL AND INTELLECTUAL EVENTS.

3. RECOGNIZE AND PROMOTE STUDENTS' PUBLIC SERVICE EFFORTS.

4. MONITOR, EVALUATE AND REPORT ON PROGRESS TOWARD ACHIEVING INSTITUTIONAL MISSION AND PRIORITIES

INITIATIVES

IDENTIFY AND ASSEMBLE IN ONE DOCUMENT ALL EXISTING STUDENT, FACULTY, AND STAFF CODES OF CONDUCT AND RESPONSIBILITY. ASSESS AND REPORT ON THE COMPREHENSIVENESS AND ADEQUACY OF THE CODES.

IDENTIFY AND SUMMARIZE CURRENT SYSTEMS FOR GOVERNANCE, PLANNING, AND COMMUNICATION. EVALUATE THE EFFECTIVENESS OF CURRENT SYSTEMS AND MAKE RECOMMENDATIONS FOR IMPROVEMENTS.

CREATE AND DISSEMINATE AN INDEX OF WEB-BASED SITES FOR COMMUNICATION AND POLICY INFORMATION.

DEVELOP AND ONLINE MANUAL OF UNIVERSITY POLICIES AND PROCEDURES.

FULLY IMPLEMENT THE RECOMMENDATION IN THIS REPORT, INCLUDING REALIGNING PLANNING TERMINOLOGY, PROCESSES AND CYCLES.

DEVELOP A SIMPLE, MULTI-TIERED, INTEGRATED PLANNING AND REPORTING CYCLE.