

Taking Stock of CMU and Our Future

Summary of ISPC Retreat

Ideas Generated by Priority Committees

May 3, 2006

University Vision Statement

CMU will be a nationally prominent university known for integrity, academic excellence, research and creative activity, and public service.

Institutional Priorities

1. Create an environment that supports teaching and learning as the top priority.
2. Provide educational experiences and programs that enhance diversity and global perspectives.
3. Enhance the infrastructure for research and creative activity.
4. Provide service for the public good.
5. Strengthen the institution's culture of integrity.

President

Institutional Strategic Planning Committee

Thomas Storch, co-chair
Catherine Riordan, co-chair
Bill Dailey Mike Leto
Nancy French Steve Poe
Carol Haas Roger Rehm
Monica Holmes George Ross
Judy Lannen Brad Swartz
Marvis Lary Marcy Taylor

Communication

Carole, Richardson, chair
Nancy French
Amy McGinnis
Mary Meier
Denise Webster

**Priority I
Teaching & Learning**

Marcy Taylor, chair
Krista Graham Jane Matty
Tim Hartshorne Gary Shapiro
Jim Hill Betty Wagner
Melinda Kreth Denise Webster
Marvis Lary Al Zainea
Jack Logomarsino Todd Zakrajsek

**Priority II
Diversity & Global
Perspectives**

Bill Dailey, chair
Maureen Eke Lisa Patterson
Jon Glenn Orlando Perez
Tyrone Jordan Gail Scukanec
Robert Newby John Vinson

**Priority III
Research & Creative Activities**

Gary Dunbar, co-chair
Jim Hageman, co-chair
James Falender Kathy Utecht
Randi L'Hommedieu Dennis Washington
Tim Pletcher John Wright
Katherine Rosier

**Priority IV
Public Service**

Nancy French, chair
Linda Dielman Shawna Ross
Shelly Hinck Rene Shingles
Susan Hunter Brad Swartz
Steve Poe Tony Voisin
Nate Risner

**Priority V
Culture of Integrity**

Roger Rehm, chair
Nathan Backus
Eileen Jennings
Maxine Kent
Peter Loubert
Hope May
Craig Reynolds
Carole Richardson
Philip Squattrito

**President's Task Force
on Research &
Creative Activities**

Kathy Benison, chair
Brad Fahlman
David Gillingham
Carl Johnson
Nathan Long
Elizabeth Mostrom
Orlando Perez
Mike Pisani

Colleges, Units, Programs, Committees, Ad Hoc Groups

Living Our Excellence

A Provocative Proposition

We envision a process for giving life to the CMU 2010 Vision that:

- has a clear statement of goals (clear to all stakeholders and meaningful to all)
- is grounded in integrity as defined in the vision
- is transparent
- monitors and evaluates/assesses progress

Our national prominence will be demonstrated by:

- more grants; more & better scholarships
- best practices in teaching & learning, research & scholarship, and service
- recognition such as national awards and/or rankings
- more diverse student body, faculty, and staff

Living Our Excellence

A Provocative Proposition

Diversity is an essential part of the university community. We believe that attendance and participation in events that engage diversity of perspectives, cultures, and ideals are valuable. We expect all members of our community to actively engage in multicultural activities and embrace diversity. As a result of ongoing discussions, debates, dialogues, and conversations, and activities, we are a more socially aware and civically engaged institution. Our university makes good decisions and individuals able to think critically and respect the positions of others.

Living Our Excellence

A Provocative Proposition

- Every undergrad has a mentored creative, research or scholarly experience
- Grad programs are selective and grow in targeted areas
- Trust and integrity prevail
- University students, staff, and faculty are diverse in all aspects
- Resources are targeted to areas with strength and potential
- CMU has achieved a national reputation in a number of areas
- CMU brings in \$20 million in program and research support

Living Our Excellence

A Provocative Proposition

A nationally prominent university is one that is highly visible and recognized for the individual and collective accomplishments of faculty, staff, alumni, students and their respective colleges, departments, and programs.

Living Our Excellence

A Provocative Proposition

CMU is an institution that understands and appreciates its strengths. We achieve prominence by taking risks to develop innovative student-centered programs. We are the best institution we can be given our mission and resources. We use collegial and inclusive decision-making processes to achieve our goals.

Living Our Excellence

A Provocative Proposition

We are an institution that believes we can dramatically increase academic challenge.

High-Potential Possibilities

Priority I: Teaching and Learning

Continue:

- FaCIT
- FYE Program
- Leadership Safari
- Discussion of role of program outcomes and its role in learning

Change:

- Low institutional esteem
- Increase student independence in learning
- Faculty-student ratio
- Increase positive mentoring relationships
- Reward system to reward teaching
- GenEd program
- Funding

Chuck:

- SOS evaluations
- WAUP (change to writing in the university)

High-Potential Possibilities

Priority II: Diversity & Global Perspectives

Continue:

- Infusing diversity into the curriculum; not just the diversity courses

Change:

- Plan driven projects: focus on supports and opportunities will create

Chuck:

- Isolated Units; encourage collaboration
- Helpless cases/causes

High-Potential Possibilities

Priority III: Research & Creative Activity

Continue:

- Internal research funding
- UG research
- Research as a priority

Change:

- Increase internal research funding
- Streamline process for funds – match application process to dollars requested
- Hire professional grant writers
- Decrease teaching loads
- Increase time for research
- Committee loads

- Consider differential loads according to faculty strengths (teach/research)
- Gain FA support for research

Chuck:

- None

High-Potential Possibilities

Priority IV: Public Service

Continue:

- Committee
- Grow faculty/staff service

Change:

- Support faculty/staff service w/release time, etc.
- Include in contract agreements
- Require volunteerism in curriculum
- Expand Volunteer Center internal & external marketing
- Fully staff and fund the Volunteer Center
- Evaluate, track and measure public service
- Create an endowment for public service
- Build an events center
- Fully support PBS national caliber programming

Chuck:

- None

High-Potential Possibilities

Priority V: Culture of Integrity

Continue:

- Policy manual
- Communications plan
- Enhance IR

Change:

- Budgeting Process
- Central Processes
- Data Infrastructure
- Greater resources towards priority

Chuck:

- None

Top Three Actions

Priority I: Teaching and Learning

Action Idea	Votes
Mentoring-research or creative/scholarly experience - reduce faculty/student ratio	7
Implementing the recommendation of the GenEd task force	7
Increasing the degree of involvement of students in the first-year experience and beyond	6

Top Three Actions

Priority II: Diversity & Global Perspectives

Action Idea	Votes
Cultural Analysis (experiences, classes, numbers, current strategies, alumni experiences)	9
Plan for Priority II/Diverse (what should we be doing?)	0
Research enrichment/support for students and faculty of color	5

Top Three Actions

Priority III: Research & Creative Activity

Action Idea	Votes
Add professional grant writers to staff	6
Consider differential loads according to faculty strengths – teach/research	14
Decrease committee work	2

Top Three Actions

Priority IV: Public Services

Action Idea	Votes
Solicit, approve, & champion RFPs	1
Track & measure progress	2
Lobby for change	4

Top Three Actions

Priority V: Culture of Integrity

Action Idea	Votes
Build Integrity Infrastructure (personnel, data, reporting, dissemination)	8
Identify & build resources for Integrity (ethics center, data warehouse)	4
Revise university budget process to more clearly divert resources according to CMU 2010 goals	7

Highlights of Our Success

<u>Highlight</u>	<u>Votes</u>	<u>Circled?</u>
Collaboration: Right People, Right Expertise	3	NO
Good Internal Communication	3	NO
We value education & Service Learning	2	NO
Assessment Evaluation	1	NO
-Highlight Successes		
-Identify Challenges & Address Them		
Collegial Spirit: dedication, same hopes and dreams focus, optimism, strong voices to overcome naysayers	6	YES
<u>Highlight</u>	<u>Votes</u>	<u>Circled?</u>
Emphasize excellence – have the strength to say no to projects that aren't promoting excellence	13	YES
Collaboration is key	2	NO
-Teams with different skills		
Communicate expectations throughout the organization	3	NO
Need for cultural change	10	YES
Summary: Emphasis excellence – only fund and put energy behind excellent projects that move CMU forward	3	NO
<u>Highlight</u>	<u>Votes</u>	<u>Circled?</u>
Teamwork: cohesive groups, diverse ideas, partnerships	3	NO
Communication: transparent openness	3	NO
Leadership: vision	3	NO
Creativity: change, striving for excellence	0	NO
Assessment: close the loop results	2	NO
<u>Highlight</u>	<u>Votes</u>	<u>Circled?</u>
Widespread input from university community	0	NO
Integrity & dedication of committee members to improving the university rather furthering narrow interests	9	YES
Willingness to make unpopular decisions	0	NO
Continued commitment from university to fund prioritized projects	0	NO
<u>Highlight</u>	<u>Votes</u>	<u>Circled?</u>
Diversity of opinions	2	NO
-respect for contributions of others/different views		
CMU is better than some of us think we are	15	YES
Need to get the word out (internally and externally)	2	NO
Dedicated employees – all have CMU's interests at heart	1	NO
Good at collaboration & teamwork (size/time)	0	NO

<u>Highlight</u>	<u>Votes</u>	<u>Circled?</u>
Group Dynamics (honest reflection, diverse perspectives, all roles important)	0	NO
Importance of task (impact)	0	NO
Commitment leading to personal satisfaction	0	NO
Collaboration	3	NO
Recognize the need to change	3	NO

<u>Highlight</u>	<u>Votes</u>	<u>Circled?</u>
There can be great power/strength & wisdom in groups	1	NO
Leadership & contribution come in many different forms, from many places	1	NO
Inclusiveness in the process and the product is important	7	NO
Progress requires action and risk, "overcoming fear"	7	NO
Sense of making meaningful contributions toward meaningful ends is important	1	NO

<u>Highlight</u>	<u>Votes</u>	<u>Circled?</u>
Clear goals were present, understood, & focused upon	2	NO
Respect & value of team members & work well as a team	6	NO
Energy & passion at the work of the team	1	NO
Value of diversity of ideas and skills in reaching the goal	2	NO
Perseverance	2	NO
Great leadership needed to keep people focused and moving forward	0	NO