



Carnegie Mellon University

Strategic Plan 2025 Overview



LETTER FROM THE PRESIDENT

From October 2014 through October 2015, Carnegie Mellon University undertook a comprehensive and rigorous effort to plan for its future. It is always important for an institution to engage in strategic planning. But the need is especially acute at a time when competitive pressures, public expectations, and rapidly changing technology call into question almost every aspect of higher education.

CMU meets these challenges with unshakeable core values, an eminent set of intellectual strengths, and a distinctive culture that aims to put those strengths to practical use for the improvement of the human condition — a culture that is nimble, confident, creative, and collaborative. These traits help remake our challenges as opportunities, and position us for a future of growing excellence and global significance.

The result is a plan that you would expect of Carnegie Mellon; it does not look like any other university's plan, but it does look like CMU — creative, thoughtful, pragmatic, and ambitious. Even its presentation is distinctive. Rather than trying to fit the complexity of the university into a linear narrative, the web-based plan acknowledges the interwoven and interconnected threads of initiatives that make up the university. It also allows you to follow these goals and

strategies in the way that best allows you to consider your place in this future of great promise.

A plan, of course, is only a beginning. Each of us must now work to make these aspirations real, to hold ourselves accountable for our part of the plan, and for the future of the university as a whole. As we develop metrics for implementing the plan, we must push toward achievement, measure our progress, and, when necessary, make course corrections. That is not an additional task or extraneous duty; it is a more intentional approach to the way we conduct our work and life every day, one that will help us individually and collectively reach the goals that have brought us together at Carnegie Mellon University.



Subra Suresh, President, Carnegie Mellon University

See the full vision for CMU 2025, detailed strategic recommendations, and progress toward our goals at cmu.edu/strategic-plan.



GOALS FOR THE INDIVIDUAL EXPERIENCE

The university is committed to cultivating an active, technology-enhanced, “know how to learn” environment where each individual can grow and thrive. We will remain dedicated to nurturing student, faculty, and staff growth in key areas such as deep disciplinary knowledge; leadership, communications, and interpersonal skills; as well as physical and emotional well-being.

GOAL: 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.

GOAL: 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.

GOAL: 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 communications skills; collaboration and teamwork, especially with diverse others; empathy and concern for the welfare of others; and organizational and leadership skills.

GOAL: 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.

*Learn more about the Strategic
Recommendations to achieve the
Goals for the Individual Experience at*

cmu.edu/strategic-plan | 5



GOALS FOR THE UNIVERSITY COMMUNITY

The Carnegie Mellon community is widely recognized as a destination for world-class talent from around the globe. We will continue our focus on attracting a diverse and inclusive community of students, faculty, staff, and alumni willing to cross academic boundaries in a culture where innovation, entrepreneurial thinking, and action are valued and fostered.

**GOAL: 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.

**GOAL: 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.

**GOAL: 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.

**GOAL: 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.

**GOAL: 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.

*Learn more about the Strategic
Recommendations to achieve the
Goals for the University Community at*

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GOALS FOR SOCIETAL IMPACT

Our strengths in education, research and creativity impact the economic and cultural life of the Pittsburgh region, the nation, and the world as we pursue strategic partnerships and focus on solving societal challenges. We will expand our leadership in knowledge creation for the 21st century across our campuses and locations.

**GOAL: 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.

GOAL: REGIONAL IMPACT

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


**GOAL: 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.

*Learn more about the Strategic
Recommendations to achieve the
Goals for Societal Impact at*

cmu.edu/strategic-plan | 9





LEARN MORE ABOUT CMU STRATEGIC PLAN 2025 ONLINE

This brochure provides a highlight of the vision for the university's future outlined in CMU's Strategic Plan 2025. Each of the goals in the plan are supported by specific, detailed strategic recommendations explaining how the university will achieve these ambitious goals.

To experience and understand the plan, please visit our new, interactive Strategic Plan 2025 website (cmu.edu/strategic-plan). Our website is designed to allow you to follow your own path and pursue your own interests.

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.

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