

**CMU and FAS PRIORITIES AND STRATEGIES - 2008-09**

**CMU PRIORITY 1. CREATE AN ENVIRONMENT THAT SUPPORTS TEACHING AND LEARNING AS THE TOP PRIORITY.**

CMU STRATEGY	FAS PRIORITY	FAS STRATEGY
1.1 RAISE ACADEMIC STANDARDS BY IMPLEMENTING EFFORTS THAT INCREASE EXPECTATIONS AND LEARNING ACROSS THE CURRICULUM.		
1.2 PROVIDE STUDENTS OPPORTUNITIES TO SYNTHESIZE, INTEGRATE AND APPLY THEIR KNOWLEDGE.	SAME AS CMU PRIORITY	1.2-FAS-08.1 PROVIDE STUDENTS OPPORTUNITIES TO SYNTHESIZE, INTEGRATE AND APPLY THEIR KNOWLEDGE.
		1.2-FAS-08.2 MONITOR THE CART AND ITS FUTURE DIRECTION TO ENSURE IT REMAINS A VIABLE RESOURCE AND PARTNERING OPPORTUNITY FOR THE UNIVERSITY.
1.3. IMPROVE THE QUALITY AND RIGOR OF THE COMPETENCIES (WRITING, MATH, SPEECH) AND THE UNIVERSITY PROGRAM.		
1.4. COORDINATE AND EXPAND PROGRAMS OR EFFORTS THAT INSTITUTE AND PROMOTE STUDENT ENGAGEMENT AND ACADEMIC SUCCESS PARTICULARLY DURING A STUDENT'S FIRST YEAR.	SAME AS CMU PRIORITY	1.4-FAS-08.3 COORDINATE AND EXPAND PROGRAMS OR EFFORTS THAT INSTITUTE AND PROMOTE STUDENT ENGAGEMENT AND ACADEMIC SUCCESS PARTICULARLY DURING THE STUDENT'S FIRST YEAR.
1.5. TARGET, ATTRACT AND RETAIN WELL QUALIFIED AND PREPARED STUDENTS, FACULTY AND STAFF. DEVELOP INITIATIVES TO MAKE CMU COMPETITIVE IN ATTRACTING AND RETAINING HIGH QUALITY FACULTY AND STAFF.	SAME AS CMU PRIORITY	1.5-FAS-08.4 TARGET, ATTRACT AND RETAIN WELL QUALIFIED AND PREPARED STUDENTS, FACULTY AND STAFF. DEVELOP INITIATIVES TO MAKE CMU COMPETITIVE IN ATTRACTING AND RETAINING HIGH QUALITY FACULTY AND STAFF.
		1.5-FAS-08.5 CONDUCT A COMPREHENSIVE ORGANIZATIONAL REVIEW OF FAS.
1.6. DECREASE THE CURRENT STUDENT TO FACULTY RATIO.		

**CMU PRIORITY 2. PROVIDE EDUCATIONAL EXPERIENCES AND PROGRAMS THAT ENHANCE DIVERSITY AND A GLOBAL PERSPECTIVE.**

CMU STRATEGY	FAS PRIORITY	FAS STRATEGY
2.1. INCREASE THE DIVERSITY OF FACULTY STUDENTS AND STAFF.	SAME AS CMU PRIORITY	2.1-FAS-08.6 INCREASE THE DIVERSITY OF STAFF BY REVIEWING AND EVALUATING THE EFFECTIVENESS OF CURRENT EFFORTS TO RECRUIT AND RETAIN STAFF FROM UNDER REPRESENTED GROUPS AND MAKE RECOMMENDATIONS FOR WAYS TO INCREASE EFFECTIVENESS.
2.2. DEVELOP AND BETTER INTEGRATE INTERNATIONAL PROGRAMS INTO THE CURRICULUM AND CAMPUS LIFE.	SAME AS CMU PRIORITY	2.2-FAS-08.7 DEVELOP AND BETTER INTEGRATE INTERNATIONAL PROGRAMS INTO CAMPUS LIFE.
2.3. ENHANCE PROGRAMS AND ACTIVITIES FOR STUDENTS, FACULTY AND STAFF THAT FOSTER BETTER UNDERSTANDING ACROSS DIVERSE GROUPS.	SAME AS CMU PRIORITY	2.3-FAS-08.8 ENHANCE PROGRAMS AND ACTIVITIES FOR STUDENTS, FACULTY AND STAFF THAT FOSTER BETTER UNDERSTANDING ACROSS DIVERSE GROUPS.

**CMU PRIORITY 3. ENHANCE THE INFRASTRUCTURE FOR RESEARCH AND CREATIVE ACTIVITY.**

CMU STRATEGY	FAS PRIORITY	FAS STRATEGY
3.1. IDENTIFY FOR TARGETED INVESTMENT, PROGRAMS OF RESEARCH AND CREATIVE ACTIVITY WITH GREATEST POTENTIAL TO ACHIEVE NATIONAL PROMINENCE.	SAME AS CMU PRIORITY	3.1-FAS-08.9 IDENTIFY FOR TARGETED INVESTMENT, PROGRAMS OF RESEARCH AND CREATIVE ACTIVITY WITH GREATEST POTENTIAL TO ACHIEVE NATIONAL PROMINENCE.
		3.1-FAS-08.10 PURSUE THE CONCEPT OF A PROPOSED MEDICAL SCHOOL.
3.2. ACHIEVE A LEVEL OF FUNDING THAT REFLECTS THE STATUS OF THE UNIVERSITY AS A RESEARCH INTENSIVE INSTITUTION.	SAME AS CMU PRIORITY	3.2-FAS-08.11 PLAN, DEVELOP AND IMPLEMENT MODELS THAT ACHIEVE A LEVEL OF FUNDING THAT REFLECTS THE STATUS OF THE UNIVERSITY AS A RESEARCH INTENSIVE INSTITUTION.
3.3. SUPPORT GREATER FLEXIBILITY WITH REGARD TO FACULTY RESPONSIBILITIES.		
3.4. INCREASE THE ENGAGEMENT OF STUDENTS IN RESEARCH AND CREATIVE ACTIVITY AT THE UNDERGRADUATE LEVEL.		

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### CMU PRIORITY 4. PROVIDE SERVICE FOR THE PUBLIC GOOD.

CMU STRATEGY	FAS PRIORITY	FAS STRATEGY
4.1. SUSTAIN THE SCOPE OF THOSE PUBLIC OUTREACH AND SERVICE EFFORTS THAT ARE OF HIGH QUALITY AND VISIBILITY.	SAME AS CMU PRIORITY	4.1-FAS-08.12 SUSTAIN THE SCOPE OF THOSE PUBLIC OUTREACH AND SERVICE EFFORTS THAT ARE OF HIGH QUALITY AND VISIBILITY.
4.2. SERVE AS A REGIONAL CENTER FOR CULTURAL AND INTELLECTUAL EVENTS.	SAME AS CMU PRIORITY	4.2-FAS-08.13 SERVE AS A REGIONAL CENTER FOR CULTURAL AND INTELLECTUAL EVENTS BY PLANNING, DEVELOPING AND IMPLEMENTING BROAD BASED INTELLECTUAL, CULTURAL ENTERTAINMENT AND ATHLETIC EVENTS.
4.3. RECOGNIZE AND PROMOTE STUDENTS' PUBLIC SERVICE EFFORTS.		
4.4. RECOGNIZE AND PROMOTE FACULTY AND STAFF SERVICE IN THEIR AREAS OF PROFESSIONAL EXPERTISE.	SAME AS CMU PRIORITY	4.4-FAS-08.14 RECOGNIZE AND PROMOTE FACULTY AND STAFF SERVICE IN THEIR AREAS OF PROFESSIONAL EXPERTISE.

### CMU PRIORITY 5. STRENGTHEN THE INSTITUTION'S CULTURE OF INTEGRITY.

CMU STRATEGY	FAS PRIORITY	FAS STRATEGY
5.1. DEFINE AND UPHOLD STANDARDS OF ACADEMIC AND PROFESSIONAL RESPONSIBILITY AND MODEL RESPECT AND CIVILITY.	SAME AS CMU PRIORITY	5.1-FAS-08.15 DEFINE AND UPHOLD STANDARDS OF PROFESSIONAL AND PERSONAL RESPONSIBILITY AND MODEL RESPECT AND CIVILITY.
		5.1-FAS-08.16 CHAMPION CAMPUS SUSTAINABILITY EFFORTS.
5.2. INCREASE THE EFFECTIVENESS OF SHARED GOVERNANCE THROUGH COMMUNICATION, CONSULTATION AND PARTICIPATORY DECISION MAKING.	SAME AS CMU PRIORITY	5.2-FAS-08.17 INCREASE THE EFFECTIVENESS OF SHARED GOVERNANCE THROUGH COMMUNICATION, CONSULTATION AND PARTICIPATORY DECISION MAKING.
5.3. PROVIDE AN INFRASTRUCTURE AND RESOURCES SUFFICIENT TO ADVANCE THE INSTITUTIONAL MISSION AND PRIORITIES.	SAME AS CMU PRIORITY	5.3-FAS-08.18 PROVIDE AN INFRASTRUCTURE AND RESOURCES SUFFICIENT TO ADVANCE THE INSTITUTIONAL MISSION AND PRIORITIES BY ENSURING THE FINANCIAL AND PHYSICAL INTEGRITY OF CMU.
	SAME AS CMU PRIORITY	5.3-FAS-08.19 PROVIDE AN INFRASTRUCTURE AND RESOURCES SUFFICIENT TO ADVANCE THE INSTITUTIONAL MISSION AND PRIORITIES BY EQUIPING STAFF WITH PROCESS IMPROVEMENT SKILLS TO ENABLE THEM TO IMPROVE THE INFRASTRUCTURE OF STAFF, FACILITIES, TECHNOLOGY, PROCESSES AND TO DECREASE WASTE, IMPROVE REVENUES, IMPROVE SERVICE QUALITY AND SUPPORT THE UNIVERSITY VISION.
		5.3-FAS-08.20 INITIATE SUSTAINABLE REVENUE SOURCES FOR KEY STRATEGIC NEEDS: CAPITAL AND DEFERRED MAINTENANCE; UNIVERSITY EQUIPMENT REPLACEMENT PLAN; FULL-TIME REGULAR FACULTY POSITIONS; SUSTAINABILITY AND LIVING/LEARNING INITIATIVES.
		5.3-FAS-08.21 UPDATE THE CAMPUS FACILITIES MASTER PLAN, INCORPORATING SUSTAINABILITY, LIVING/LEARNING AND SAFETY: ACADEMIC FACILITIES; AUXILIARY FACILITIES; RESIDENTIAL; DINING; RECREATION; HEALTH SERVICES; PARKING/TRANSPORTATION; LANDSCAPING/SIGNAGE; CART FUNCTIONAL LAND ANALYSIS.
		5.3-FAS-08.22 INITIATE STRATEGIC ENERGY SAVINGS INITIATIVES.
		5.3-FAS-08.23 IMPROVE THE LIVING/LEARNING ENVIRONMENT, BETTERING CAMPUS APPEARANCE AND AMENITIES: GROUNDS; BUILDINGS; CLASSROOMS; DINING FACILITIES; RECREATIONAL SPACES (INSIDE AND OUT).
5.4. MONITOR, EVALUATE AND REPORT ON PROGRESS TOWARD ACHIEVING INSTITUTIONAL MISSION AND PRIORITIES.	SAME AS CMU PRIORITY	5.4-FAS-08.24 MONITOR, EVALUATE AND REPORT ON PROGRESS TOWARD ACHIEVING INSTITUTIONAL MISSION AND PRIORITIES BY ENGAGING THE FAS STAFF IN THE PLANNING, DEVELOPMENT, AND IMPLEMENTATION OF A MULTI-LEVEL, INTEGRATED 3 YEAR STRATEGIC AND 1-2 YEAR OPERATIONAL PLAN THAT MEASURES KEY INDICATORS.
	SAME AS CMU PRIORITY	5.4-FAS-08.25 IMPROVE INVESTMENT PERFORMANCE TO DECREASE CMU EXPOSURE TO FINANCIAL LIABILITY IN THE FINANCIAL MARKET AND MAXIMIZE COST SAVINGS IN BOND REFINANCING OPPORTUNITIES.