CREATE DISTINGUISHING PATHWAYS

Through collaborative governance, determine optimal size and targets for enrollment growth.

Implement the "Redlands Promise," guaranteeing four-year completion of BA and BS degree programs by fall 2017.

Offer on-line programs by fall 2017.

Create innovative pathway degree programs: high school to college, community college to undergraduate, and undergraduate to graduate.

Endow more financial aid to ensure access to the College of Arts and Sciences.

Identify and implement new internal pathways from CAS to graduate programs in the Schools (e.g. Health and Human Services; CAS/MSIT; EVST/Green Business MBA).

Recruit and support best-qualified undergraduate and graduate students.

> Achieve international student recruitment targets.

Implementation



HEIGHTEN STUDENT ACHIEVEMENT

Implement general education reform in

the College of Arts and Sciences.

Grow student professional development.

Identify a centralized location to provide

educational success services for all students, coordinated as a campus

Learning Commons.

Monitor and increase evidence-based

retention and enrollment success.

Complete the WASC Senior College and

University Commission Interim Report

due April 2017.

Envision and achieve a quality mission

and collaborative pathways for Business

Education via CAS, SB, SCS.

Implement significant curriculum updates across all nine programs in the SOE.

Increase funding to support faculty-

mentored student research.



ADVANCE PROFESSIONAL DEVELOPMENT



Establish a Provost Task Force on scholar-teacher professional support.

Translate optimal-sized faculty-student ratios into full-time faculty hiring targets.

Sustain innovation grant funding.

Reduce over-reliance on contingent faculty, and improve compensation, orientation, and professional support.

Continue progress toward more competitive salaries for faculty and staff.

> Achieve the campaign goal of adding new endowed chairs.

Develop early and/or phased retirement incentives for faculty.

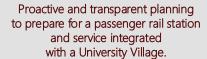
Create a Center for Teaching and Learning.

Increase funding for faculty-mentored research and projects with students.

Enhance Evaluation of Teaching.

R

REDLANDS COMMUNITY ANCHOR



Continue coordination of campus master planning with campaign, capital, and budget planning.

Enhance and sustain study abroad and May Term opportunities, while developing our on-campus international community.

Emphasize, promote and support affiliation of academic programs with GIS and spatial studies.

Determine a future direction for humanities at Redlands as "engaged liberal arts."

Increase funding to ensure greater student participation in community service learning and/or civic engagement.

Advance initiatives that positively promote the University's community leadership in public policy, education, culture, and the arts.

- maintain a foundation of financial health, sustainability, stability, operational excellence, and institutional integrity
- form an Implementation Steering Committee to promote unit-plan alignment and monitor performance/progress
- maintain regular and transparent communication and reporting by councils and committees tasked with initiatives
- North Star plan guides prioritization of campus master planning for existing and future facilities
- North Star plan is coupled with improvements in data governance and stewardship for evidence-based decision-making