

C CREATE DISTINGUISHING PATHWAYS	H HEIGHTEN STUDENT ACHIEVEMENT	A ADVANCE PROFESSIONAL DEVELOPMENT	R REDLANDS COMMUNITY ANCHOR	T TRACK IMPLEMENTATION
<p>Through collaborative governance, determine optimal size and targets for enrollment growth.</p> <p>Implement the "Redlands Promise," guaranteeing four-year completion of BA and BS degree programs by fall 2017.</p> <p>Offer on-line programs by fall 2017.</p> <p>Create innovative pathway degree programs: high school to college, community college to undergraduate, and undergraduate to graduate.</p> <p>Endow more financial aid to ensure access to the College of Arts and Sciences.</p> <p>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).</p> <p>Recruit and support best-qualified undergraduate and graduate students.</p> <p>Achieve international student recruitment targets.</p>	<p>Implement general education reform in the College of Arts and Sciences.</p> <p>Grow student professional development.</p> <p>Identify a centralized location to provide educational success services for all students, coordinated as a campus Learning Commons.</p> <p>Monitor and increase evidence-based retention and enrollment success.</p> <p>Complete the WASC Senior College and University Commission Interim Report due April 2017.</p> <p>Envision and achieve a quality mission and collaborative pathways for Business Education via CAS, SB, SCS.</p> <p>Implement significant curriculum updates across all nine programs in the SOE.</p> <p>Increase funding to support faculty-mentored student research.</p>	<p>Establish a Provost Task Force on scholar-teacher professional support.</p> <p>Translate optimal-sized faculty-student ratios into full-time faculty hiring targets.</p> <p>Sustain innovation grant funding.</p> <p>Reduce over-reliance on contingent faculty, and improve compensation, orientation, and professional support.</p> <p>Continue progress toward more competitive salaries for faculty and staff.</p> <p>Achieve the campaign goal of adding new endowed chairs.</p> <p>Develop early and/or phased retirement incentives for faculty.</p> <p>Create a Center for Teaching and Learning.</p> <p>Increase funding for faculty-mentored research and projects with students.</p> <p>Enhance Evaluation of Teaching.</p>	<p>Proactive and transparent planning to prepare for a passenger rail station and service integrated with a University Village.</p> <p>Continue coordination of campus master planning with campaign, capital, and budget planning.</p> <p>Enhance and sustain study abroad and May Term opportunities, while developing our on-campus international community.</p> <p>Emphasize, promote and support affiliation of academic programs with GIS and spatial studies.</p> <p>Determine a future direction for humanities at Redlands as "engaged liberal arts."</p> <p>Increase funding to ensure greater student participation in community service learning and/or civic engagement.</p> <p>Advance initiatives that positively promote the University's community leadership in public policy, education, culture, and the arts.</p>	

- 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

Implementation