

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

Implementation

- 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