



TOGETHER WE CAN SHAPE THE FUTURE
Strategic Plan 2021



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Director's Message



With extraordinary agility, the Information Networking Institute (INI) has navigated the changing landscape of technology from wired communications in the 1980s to wireless, mobile and Internet of Things in today's world. What began as a small fledgling program has evolved over the past three decades to become an integral department of Carnegie Mellon's College of Engineering and home to over 300 students each year from across the world.

Amid such rapid growth and change, we have now arrived at a critical juncture. Our strategic plan is deliberate and thoughtful. We have considered our strengths, solidified our identity, and determined a path forward. Now the work begins.

Together, we embark on this journey to shape the future of the INI.

Our Strategic Goals

Attract and Enroll the Brightest Students

Enhance the Academic and Student Experience

Build Lifelong Alumni Engagement



MISSION

Educate and develop engineers through technical, interdisciplinary master's degree programs in information networking, mobility, and security that incorporate business and policy perspectives. Our graduates contribute to technological advancements, pioneer engineering solutions, and lead enterprises in the global economy.

Provide a teaching and learning environment that is welcoming, supportive, and inspiring for our students, faculty, staff, and alumni, regardless of their location in the world.

Nurture a community of alumni, dedicated to the highest standards of ethics, who provide mentorship and encourage the proliferation of diverse opportunities for the global INI community.

Pioneer collaborative and innovative educational initiatives that embody the entrepreneurial spirit of Carnegie Mellon University.



Vision

We will be the internationally recognized leader of technical, interdisciplinary graduate education in information networking, information security, and mobility.

We will attract the top-performing, most technical, curious and hardworking individuals to our programs and prepare them for leadership in their field and the larger societal context.

We will attract, retain, nurture, and promote a diverse student population.

Our graduates will be the most sought after by industry, academia and government in their respective fields.

We will connect, engage, strengthen and serve our global community of alumni.



Values

Excellence

We strive for the utmost quality in everything we do.

Integrity

We require the highest moral and ethical standards in our research, education, and practice.

Diversity

We cultivate an inclusive culture that celebrates and values a diversity of opinion and intellectual perspective from all individuals, regardless of ethnic origin, race, religion, gender, age, disability, sexual orientation, and self-identity.

Interdisciplinarity

We advance the future of information networking, mobility, and security through interdisciplinarity and believe that different intellectual perspectives spur innovation and problem solving.

Innovation

We demonstrate agility and create novel solutions in response to the demands of the global market.

Engagement

We encourage involvement in campus life, industry, government and professional organizations, and public outreach activities in order to provide important links to the broader community.

Goal 1

Attract and Enroll
the Brightest
Students



To fan the spark of innovation that characterizes the INI by populating its programs with the most talented individuals from around the world.

The brightest makers and thinkers, hackers and scholars, researchers and programmers – the INI seeks to recruit and cultivate the brightest of these minds. The INI will strengthen our brand and engage in strategic, diversity-focused recruitment efforts and the identification of new markets in order

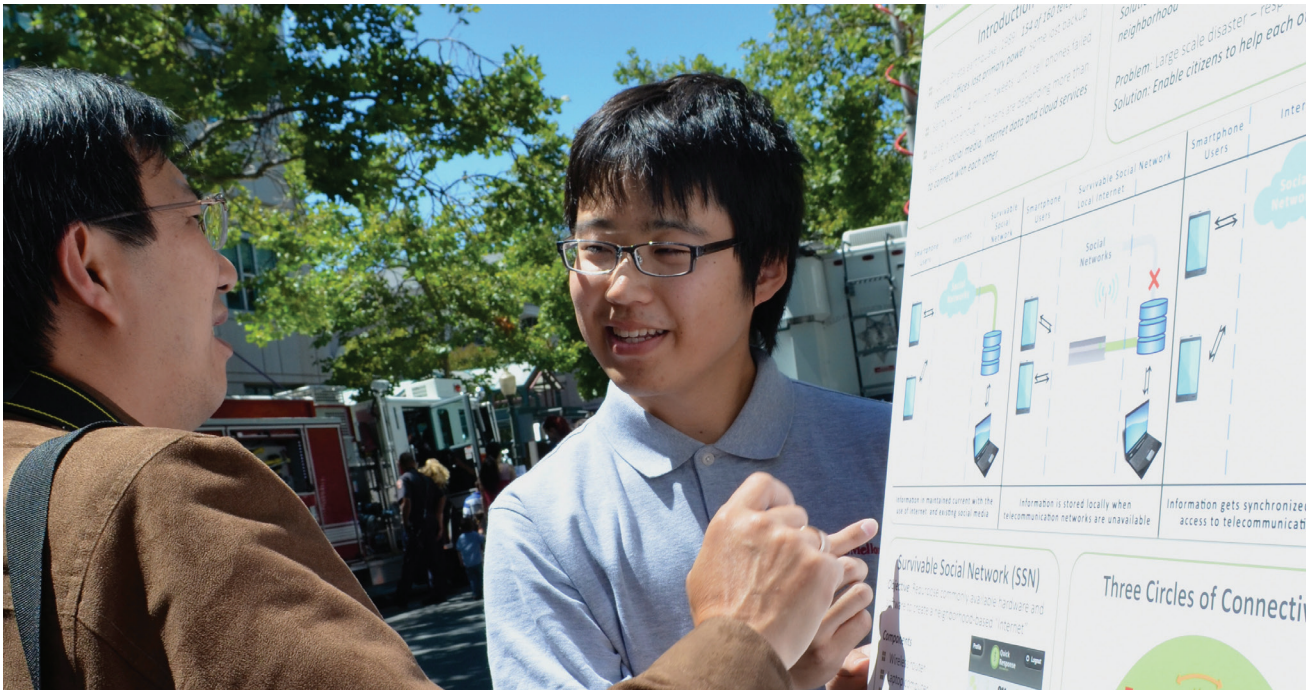
to expand the INI's reach and influence. By attracting and enrolling highly motivated and prepared learners, and providing them with an exceptional academic and student experience, we will cultivate an engaged alumni network committed to INI's success.

GOAL 1 OBJECTIVES

- Strengthen the INI's brand identity by leveraging its value proposition.
- Develop recruitment and retention strategies informed by historical data, with an emphasis on increasing diversity.
- Identify new market opportunities to better meet the needs of today's students, including working professionals.

Goal 2

Enhance the
Academic
and Student
Experience



To define and deliver a transformative educational experience for INI students.

A flexible, interdisciplinary curriculum and an unparalleled student experience are among what set the INI apart from its peers. It is essential that students develop the knowledge and skills to be successful in the global market. For this reason, the INI's cur-

riculum lays the foundation for lifelong learning. We will engage in a deep, comprehensive curriculum evaluation to ensure these goals are being met and that each program is aligned with its interdisciplinary learning objectives.

GOAL 2 OBJECTIVES

- Nurture the development of deep, interdisciplinary knowledge.
- Broaden the impact of, and expand upon, the INI's distinctive metacurricular features and experiences outside of the classroom.
- Create an inclusive culture that embraces diversity.
- Foster a global campus and community.

Goal 3

Build Lifelong
Alumni
Engagement



Create dynamic opportunities for engagement with, and among, the INI's alumni across the globe.

We recognize the value of our alumni, and seek to strengthen the bonds between the INI, our alumni and our current and prospective students. By facilitating meaningful opportunities for alumni to remain connected with the INI, we lay the foundation for life-

long engagement. In return, alumni involvement in the INI's recruitment and career services efforts will enable us to identify the best and the brightest prospective students while also leveraging alumni connections to enhance career opportunities for our students.

GOAL 3 OBJECTIVES

- **Strengthen alumni engagement, leveraging the connectedness of the alumni network and inspiring lifelong bonds.**
- **Strengthen the bridge between alumni engagement and corporate relations.**

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