

MIAMI UNIVERSITY
FIVE YEAR STRATEGIC GOALS

I. Make the Miami Undergraduate Experience Among the Very Best in the Nation.

The defining hallmarks of an engaged Miami education are a broad foundation in the liberal arts and an intense focus on both the intellectual and personal development of highly motivated undergraduates, leading to exceptional student success.

A. Advance the academic success of students.

1. Become a national model for developing critical intellectual capacities by implementing developmentally-appropriate learning and a discovery-based curriculum that focuses on inquiry-driven, active forms of education.
2. Increase the six-year overall graduation rate to 85% (from 81%), and eliminate the gap for minority graduation rates.
3. Advance a culture that embraces difference, and increase the proportion of minority students to at least 12% (from 8.5%).
4. Increase study abroad participation to 50% (from 36%) for Oxford campus students.
5. Increase the proportion of students involved in direct, meaningful research experiences with faculty and staff.

B. Broaden students' learning and growth through active engagement with student life opportunities.

1. Become a national model for the development of the whole person, with an emphasis on integrity, responsibility, engagement, and ethical behavior.
2. Successfully implement the sophomore residency requirement, thereby increasing student intellectual and personal development, student engagement in both the curricular and co-curricular life of the university, and sophomore year retention rates.
3. Develop a model Greek community that achieves national recognition for its commitment to intellectual achievement, leadership, personal growth, and service to the broader community.
4. Design and construct the Bicentennial Student Center to provide an innovative and engaging environment that effectively supports the entire student experience.

C. Develop in students the adaptive and creative capacities for lifelong learning and success in a rapidly changing world.

1. Make the development of leadership a focal point of the Miami student experience in both academic and student life activities.
2. Enhance career development and deepen learning by providing meaningful real life experiences for all students through internships, service learning, and student teaching.
3. Develop the cultural competence necessary for living and working in a multicultural world by engaging students in extensive curricular and co-curricular experiences that challenge them to explore and embrace difference.

D. Become a national model for intercollegiate athletics by maximizing student-athlete development and creating an engaged student body with the successful implementation of the Culture of Champions strategic plan.

II. *Ensure Excellence in Graduate Education.*

Miami is committed to excellence in the graduate programs it chooses to offer. Selective excellence provides for focused accomplishments that best benefit graduate students and contribute most effectively to our teaching and research missions.

- A. Promote graduate program excellence through comprehensive program review, taking into account the evolving nature of academic fields, changing societal needs, the ability to leverage Miami University strengths, and program viability.
- B. Promote interdisciplinary perspectives and innovative programs.
- C. Increase inter-university collaborations in light of changing fields and the evolving needs of the State of Ohio.
- D. Facilitate the development of the teacher/scholar model for graduate students.
- E. Strengthen competitive awards and support for graduate students.

III. *Raise the Level of Scholarly Accomplishments.*

The teacher/scholar model is at the heart of Miami's model for faculty, and discovery is at the heart of the Miami student experience. Professors who are at the intellectual frontiers of their respective disciplines make important contributions to knowledge, and they provide exceptional learning and discovery opportunities that define the engaged undergraduate experience at Miami.

- A. Provide appropriate infrastructure to support faculty research, scholarship, and creative activity.
- B. Encourage and support student involvement in faculty research and creative activity, and undergraduate and graduate student research and creative activity collaborations.
- C. Make strategic investments in selected initiatives to strengthen or create recognized Centers of Excellence.
- D. Increase extramural funding to \$35 million (from \$25 million).
- E. Identify and strategically communicate faculty, staff, and student research accomplishments and collaborations.

IV. *Maximize Miami's Contributions to Regional, State, National and Global Communities.*

We recognize and embrace our responsibility to contribute to a greatly improved economic and civic future for our region, our state, our nation, and beyond, by providing significant innovative educational, scholarly, creative, service, and outreach opportunities.

- A. Provide increased access and success for Ohio students of all socio-economic backgrounds.
- B. Contribute to the success of Ohio by enhancing Miami's national reputation and by attracting talented and diverse students, faculty, and staff to Ohio.

- C. Become a leader in the statewide transformation of regional campuses, providing appropriate educational opportunities to better serve the needs of our communities.
- D. Increase our partnerships with K-12 schools and health and human service agencies to improve the education and well-being of children, families, and communities.
- E. Build collaborations with businesses and other universities, both national and international, to strengthen the economy in our region and in the state of Ohio.

V. *Establish a Firm Foundation for our Future Success by Maximizing and Leveraging our Resources.*

The future success of Miami rests on our ability to create a strong foundation of resources and best practices to attract, support, and enable the very best faculty and staff to carry out our mission.

- A. Foster an environment that values both the professional success and personal fulfillment of our employees by ensuring that they are recognized, rewarded, supported and given the opportunity to grow professionally and personally.
- B. Establish diversity as an educational resource and marker of excellence by maximizing the representation and engagement of diverse and multifaceted viewpoints and life experiences.
- C. Adopt strategic practices that maximize the effectiveness of our human and financial assets.
 - 1. Create a culture of continuous improvement and caring service.
 - 2. Encourage a spirit of entrepreneurial thinking to generate new sources of revenue and savings.
 - 3. Utilize a long-term financial model that enables sound decision-making for our future.
 - 4. Clarify and implement standards for faculty workload that align faculty time with University priorities and provide the balance of teaching and scholarship for which Miami is known.
- D. Become a leader in environmental sustainability by implementing economically viable environmental best practices.
- E. Create a culture of giving that ensures success for Miami's next century.
 - 1. Achieve the \$500 million "For Love and Honor" campaign goal.
 - 2. Increase annual alumni giving to at least 25% (from 16%).
 - 3. Raise \$80 million to construct the Bicentennial Student Center with at least 50% of Oxford campus alumni making a donation to the building.
 - 4. Strategically and responsibly manage donations to the University and create a model of best practice for donor and gift stewardship.
 - 5. Increase the number of faculty endowments to at least 100 (from 40).
- F. Raise our state and national profile as an innovative, leading university by strategically and effectively communicating our accomplishments, both externally and internally.