

## FIVE-YEAR STRATEGIC GOALS

### The Vision

*Excerpt from the Presidential Scoping Document, November 2005:*

“Miami University is a student-centered university, with a few carefully selected, excellent graduate programs, that has built its success on liberal arts teaching to academically ambitious undergraduates. It builds great student and alumni loyalty, retains students beyond expectations and teaches them to lead intellectually vigorous lives.

It has the virtues of a major university that offers the personalized attention to students found in the best small colleges. It values teaching and intense engagement of faculty with students, and its faculty are productive, nationally prominent researchers who invite their students into the excitement of discovery. It supports students in a highly involving residential experience on the Oxford campus and provides access to non-traditional students on its regional campuses. It provides a strong foundation in the traditional liberal arts for all students, and it offers nationally competitive professional programs in business, education, fine arts, and engineering”

*Excerpt from David Hodge Inaugural Speech, October 20, 2006:*

“...William Butler Yeats ... noted, in the finest of Miami traditions, even though he was not speaking of Miami directly, that “Education is not the filling of a pail, but the lighting of a fire.” I have come to believe that for the top levels of higher education, and especially for Miami, this is a moment of special opportunity to be seized. It is a moment when we have the capacity to draw from and combine our core missions to create a higher level of energy to propel us forward in our quest for an extraordinary learning environment. The fusion of teaching, scholarship, and service into learning can, like the nuclear counterpart, release large amounts of energy that will fuel our efforts and strengthen our accomplishments.”

*Excerpt from the final report of the 2006-2007 First in 2009 Coordinating Council:*

“It is the work of the current Coordinating Council to shift focus to a macro view of future themes that might guide the University into a new dialogue..... We have synthesized a framework for a dialogue about Miami’s future. A single phrase captures the essence of our vision for the future: The Engaged University.

We have conceptualized ‘The Engaged University’ as having three fundamental components. First and foremost, the engaged public university must be accessible to all citizens of Ohio.... Second, the engaged university thinks deeply and creatively about how students and faculty are engaged in scholarly, creative, and intellectual pursuits on campus, both inside and outside formal classroom and laboratory settings. And finally, the engaged university creates connections to both local and global communities that are embodied in meaningful relationships of working together to improve the common good.”

## Strategic Goals

### *I. Make the Miami Undergraduate Experience the Best in the Country.*

The defining hallmark of an engaged Miami education is an intense focus on both the intellectual and personal development of undergraduates, achieved in large part by an emphasis on the partnership between academic life and student affairs.

- A. Academic goals for the Engaged University
  1. Infuse the University with learning and discovery paradigms that focus on inquiry-driven, active forms of education.
  2. Complete the Top 25 Initiative and the transformation of introductory courses.
  3. Advance a culture that embraces difference and increase the proportion of minority students at least equal to the state of Ohio.
  4. Increase the six-year overall graduation rate from 80% to 85%, and narrow the gap for minority graduation rates compared to the overall rate.
  5. Increase study abroad participation from 30% to 50% of the Oxford campus students.
  6. Increase the proportion of students involved with direct, meaningful research experiences with faculty and staff.
- B. Student life goals for the Engaged University
  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 sophomore residency, thereby increasing student intellectual and personal development, increasing student engagement in the intellectual and co-curricular life of the university, and increasing 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.
- C. Provide multiple opportunities for students to embrace difference and learn skills for living/working in a multicultural world, across curricular, co-curricular, local and global contexts.
- D. Become a national model for intercollegiate athletics by maximizing student development with the successful implementation of the Culture of Champions strategic plan.
- E. Become a national model for the use of information technology in supporting the intellectual and co-curricular life of the university.

### *II. Ensure Excellence in Graduate Education*

Miami seeks to be outstanding in the graduate programs it chooses to offer. Selective excellence provides for focused accomplishments that best benefits graduate students and contributes most effectively to our teaching and research missions.

- A. Promote graduate program excellence through more 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 changing expectations and needs of the State of Ohio.
- D. Facilitate the development of the teacher/scholar model for graduate students.
- E. Strengthen competitive awards/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. 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 Miami Engaged Undergraduate Experience.

- A. Provide appropriate infrastructure to support faculty research and scholarship.
- B. Identify and strategically communicate faculty, staff, student, and faculty/student research accomplishments and collaborations.
- C. Encourage/support student involvement in faculty research and undergraduate and graduate student research collaborations.
- D. Make strategic investments in selected initiatives emphasizing state priorities and programs like the Third Frontier.
- E. Increase funded research from \$25 million to \$35 million.

### ***IV. Increase the Impact of the Regional Campuses on the University and Their Communities***

Miami University Hamilton and Miami University Middletown are core components of the University that must innovate to further increase their contributions to the University and the communities they serve. They should be the foremost educational institutions in their communities, driving their economic, civic, and cultural resurgence.

- A. Change the degree mix offered by MUM and MUH so that they can better serve their place and time bound populations.
- B. Create a system for delivering online courses that will serve the region and beyond.
- C. Eliminate administrative barriers for any students who hope to relocate to the Oxford campus
- D. Create a dynamic set of programming at the VOA Learning Center.

### ***V. Improve the Future of Ohio***

At the core of Miami's mission as a public university is the promotion of educational and economic opportunities for our region and the state. We will contribute significantly to Ohio's transformation to a stronger, knowledge-based economy.

- A. Provide increased access and success for Ohio students of all backgrounds at the regional campuses, VOA learning center, and the Oxford Campus.

- B. Increase the number of students graduating as professionals and teachers in strategic areas such as STEM.
- C. Build partnerships with schools to improve K-12 education and strengthen connections with Miami University.
- D. Build collaborations with businesses and other universities that drive the economy.

**VI. *Elevate the National Profile of Miami University***

Miami University will raise its national reputation by communicating its mission and success to prospective students, the general public, alumni, employers, and state and federal leaders.

- A. Clarify the core identity brand for Miami and use it consistently throughout the entire university.
- B. Create effective means for internal strategic communications.
- C. Create effective means for strategic communication of Miami’s success at the regional and national levels.

**VII. *Strengthen our Identity as the Employer of Choice for Faculty and Staff***

Miami University faculty and staff are the heart and soul of the university. We advance as an institution by ensuring that our employees are recognized, supported, and given the opportunity to grow professionally and personally as they serve the university community.

- A. Advance a culture that values community, diversity, and personal development.
- B. Adopt best practices for increasing and supporting a diverse faculty and staff.
- C. Increase the proportion of minority faculty and staff to at least equal to the State of Ohio.
- D. Create policies to adopt best practices for faculty and staff development that promote professional growth and support personal/family life.
- E. Ensure that compensation and benefit packages remain competitive.

**VIII. *Maximize the University’s Resource Base***

Sufficient resources—including finance, staff, and service delivery and information processes—are necessary for Miami to effectively provide quality instruction, research, and service outcomes. The University must become proactive and more sophisticated in planning the prudent use of resources to maximize effectiveness.

- A. Create a reliable long-term financial model that is transparent, credible, and comprehensible and that provides a foundation for sound long-term decision making.
- B. Provide benchmarking of expenditures with our peers as part of the creation of a culture that values efficiency and prudent use of resources.
- C. Create a culture committed to continuous improvement and caring service.

- D. Clarify standards for faculty workload that aligns faculty time with University priorities and provides the balance of teaching and scholarship for which Miami is known.
- E. Encourage entrepreneurial activities across the University to generate new revenue streams consistent with the University mission (e.g., summer sessions).

***IX. Create a Culture of Giving that Ensures Success for Miami's Next Century.***

The future success of Miami rests strongly on private giving. We will cultivate a culture of giving that will significantly increase the number of donors, especially alumni, who will assist in funding important university priorities.

- A. Focus on the Bicentennial as a platform for reflection on our past and envisioning new horizons for the future.
- B. Achieve the \$500m “For Love and Honor” campaign goal.
- C. Increase annual alumni giving to at least 25% from the current level of 16%.
- D. Receive sufficient commitments to construct the Bicentennial Student Center.
- E. Create a culture in which giving contributes significantly to core functions, especially faculty and student support.
- F. Increase the number of professorships and chairs from the current number of 40 to at least 100.