Moments that Transform:

THE MIAMI 2020 PLAN

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MIAMI UNIVERSITY

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Moments that Transform: the Miami 2020 Plan

The University Vision

Miami will provide the best undergraduate experience in the nation, enhanced by superior, select graduate programs

Guiding Principles and Expectations that Permeate Plan Actions

University, divisional and specific unit area strategies should be predicated upon these framing principles:

- **Quality**
- **Extraordinary student outcomes**
- **Academic rigor**
- **Innovation and creativity**
- **Accountability and efficiency**
- **Growing and leveraging university resources**
- **Collaboration and inclusiveness**
- **Use of technology to enrich personalized learning**

Unifying Goal: Learning and Discovery

Promote a vibrant learning and discovery environment that produces extraordinary student and scholarly outcomes

Foundation Goal 1: Transformational Work Environment

Ensure vitality and sustainability by building a forward-looking, efficient, and caring culture that stimulates, recognizes, and rewards creativity, entrepreneurial thinking, and exemplary performance

Foundation Goal 2: Inclusive Culture and Global Engagement

Promote a diverse culture of inclusion, integrity, and collaboration that deepens understanding and embraces intercultural and global experiences

Foundation Goal 3: Effective Partnerships and Outreach

Cultivate mutually beneficial partnerships and applied and service-oriented projects that strengthen our local, state, national, and world communities

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Unifying Goal: Learning and Discovery

Promote a vibrant learning and discovery environment that produces extraordinary student and scholarly outcomes

Why is this goal important for Miami?

This goal is what brings everyone together at Miami. It's why we're here and is the cornerstone of our university vision. Our ranking as the #1 public university for commitment to teaching attests to its importance. At its very core, education has always been about transformation through learning and discovery. But the ways in which learning and discovery are experienced are continually evolving. The traditional, iconic lecture has given way to a vast array of ways to learn, and the successful universities of today and tomorrow will be those that integrate, adapt to, and shape this array with academic rigor that challenges students and prepares them for the future – and the continual change that comes with it. At Miami, it also means that distinguished faculty and dedicated staff foster knowledge and the ability to apply it through extraordinary undergraduate research opportunities not found at most universities. Research and learning led by passionate faculty mentors in an environment that embraces the entire college experience at Miami and beyond sets us apart. The ideas, ingenuity, and dedication to service catalyzed in our graduates will enable them to meaningfully contribute to the communities in which they live and work. At Miami, above all, it's personal: We will broaden hybrid approaches to learning, online environments and platforms, and the use of learning analytics to augment the intensely personalized and relationship-centric teaching and mentoring that are the most sought-after hallmarks of a Miami education.

Objective 1 Prepare students for success at Miami and beyond through a liberal and applied education emphasizing inquiry-based experiential learning that integrates many disciplines

Objective 2 Immerse faculty, undergraduate, and graduate students in research and creative scholarship that forms a vital part of the learning experience

Objective 3 Engage students with substantive co-curricular and internship opportunities that augment their learning and establish a strong foundation for lifelong success, growth, and adaptability

Objective 4 Offer flexible pathways to and through the university, including interdisciplinary, e-learning, and multiple degree options, to help students achieve timely and cost-effective completion

Foundation Goal 1: Transformational Work Environment

Ensure vitality and sustainability by building a forward-looking, efficient, and caring culture that stimulates, recognizes, and rewards creativity, entrepreneurial thinking, and exemplary performance

Why is this goal important for Miami?

Financial, environmental, and above all, human resources are critical to Miami's future. Our responsibility to our families and our larger communities is to manage our resources in such a way that students can continue to afford and benefit from all that Miami has to offer. At the same time, we must invest in sustained quality and continual improvement of our facilities, programs, operations, and people to remain competitive; attract resources, investment, and revenue from alternative sources; and continue to serve as a thriving economic driver for our region. This means we must aggressively promote our quality, operate efficiently, demonstrate accountability, push creative boundaries to explore new funding options, and adapt quickly to a constantly evolving higher education landscape. Already recognized as #3 in the nation for using resources most efficiently in providing a high quality education, Miami's further commitment is to become one of the most forward-thinking, productive, and effective higher education environments. To achieve that goal, we must provide an engaging and supportive work environment that thrives on creative thinking, make decisions and implement change in a timely manner, and embrace hybrid and online learning environments.

Objective 1: Promote a work environment built upon continuous improvement and evaluation that empowers employees through ongoing professional development and career growth opportunities

Objective 2: Recognize and reward Miami employees for increasing effectiveness and productivity by utilizing their expertise, creativity, and collaboration to constantly improve accountability, productivity, and efficient utilization of resources

Objective 3: Implement flexible and accountable governance structures that increase the university's responsiveness and ability to make timely decisions

Objective 4: Minimize tuition increases through a transparent, strategic financial and budgetary system that incentivizes new revenue streams, reallocates resources, and promotes team-oriented solutions to fiscal challenges

Foundation Goal 2: Inclusive Culture and Global Engagement

Promote a diverse culture of inclusion, integrity, and collaboration that deepens understanding and embraces intercultural and global experiences

Why is this goal important for Miami?

Our students, faculty, and staff must be immersed in experiences that foster an inclusive and diverse culture, one that promotes the knowledge and appreciation of cultural differences at home and abroad, and values varied backgrounds, experiences, and perspectives. The more an educational environment embraces the increasingly interconnected and ever-evolving world beyond it, the more its students become informed and engaged global citizens who can affect positive change. Miami has made good progress in recruiting and retaining diverse students, staff, and faculty, and providing opportunities for global experiences. We consistently are ranked among the top two public/doctoral institutions in the nation for study abroad participation, have superior retention for our international students, support a Center for American and World Cultures, and have built a successful Bridges program for underrepresented prospective students. These are good springboards from which we will broaden our relationships and understanding to build a more inclusive and welcoming community. But, we must provide more academic and social opportunities that encourage members of the Miami community to step beyond what feels comfortable and familiar into engagement with people and cultural experiences new to them.

Objective 1: Attract and retain a diverse community of students, faculty, staff, and administrators

Objective 2: Create an environment where our people live, learn, and work cooperatively with those of widely varied backgrounds, beliefs, abilities, and lifestyles, moving beyond boundaries to welcome, seek, and understand diverse peoples and perspectives

Objective 3: Achieve cultural competency among members of the Miami community by immersing them in domestically and globally relevant learning experiences

Objective 4: Expand, virtually and physically, Miami's global involvement

Foundation Goal 3: Effective Partnerships and Outreach

Cultivate mutually beneficial partnerships and applied and service-oriented projects that strengthen our local, state, national, and world communities

Why is this goal important for Miami?

Public-private partnerships and community service increase institutional relevance and have a strong, positive impact on communities and industries. They work hand-in-hand to benefit the university, its students, and those with whom we partner. Miami has recently received recognition as one of only five universities in the nation to receive the Presidential Award for service; we have forged new partnerships such as the Lockheed Martin Leadership Institute,; Project Dragonfly, which partners with zoos in major cities; Over-the-Rhine Center for Community Engagement; and the Urban Teaching Cohort, which works with school districts in Cincinnati, Chicago, and Cleveland. The majority of our students already participate in internships, other applied learning, or Service-Learning, enabling them to solve problems, improve quality of life, and contribute to Miami's

larger responsibility to the world beyond our campuses. We will leverage these successes to expand synergistic and continually evolving partnerships, enhancing Miami's reputation as a sought-after university partner. Partnership opportunities exist with other universities and colleges, companies, alumni, non-profits, countries, and communities, and through internal cross-departmental collaborations. They also allow us to expand internships, service, and applied learning offerings that are a true win-win: our students gain valuable experience and, in turn, provide wide-ranging benefits to our partners. We will include our many successful alumni in our vision for this goal to increase our ability to recruit and retain students, raise funds, and remain relevant in an increasingly complex, ever-changing, and competitive higher education landscape.

Objective 1: Partner with educational and other public- and private-sector institutions to co-design academic and outreach programs that enhance access to and support of quality higher education

Objective 2: Increase lifelong learning opportunities, engagement, and giving from alumni, parents, and friends

Objective 3: Grow Miami's sponsored research, grants, intellectual property, internships, and co-curricular learning opportunities by helping corporate, governmental, and non-profit entities thrive through solutions-oriented partnerships

Objective 4: Advance Ohio's economic development and prosperity by providing talent and expertise that helps shape policy and improves quality of life

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University-Level Objectives & Metrics

Unifying Goal: "Promote a vibrant learning and discovery environment that produces extraordinary student and scholarly outcomes."

Objective 1: Prepare students for success at Miami and beyond through a liberal and applied education emphasizing inquiry-based experiential learning that integrates many disciplines.

Metric 1:   Miami will achieve a six-year graduation rate of 85% and a four-year graduation rate of 75%.

Metric 2:   One year after graduation, 90% of graduates who seek employment will be employed in a full-time position.

Metric 3:   One year after graduation, 75% of students who apply to graduate or professional school will receive at least one offer of admission.

Objective 2: Immerse faculty, undergraduate, and graduate students in research and creative scholarship that forms a vital part of the learning experience.

Metric 4:   Continue to increase the quality and impact of scholarship or creative performance.

Metric 5:   Upon graduation, 75% of Miami students will have participated in a research or a similar experiential learning activity (e.g., fieldwork, field or clinical placement, service-learning, public or private sector engagement, or performances).

Objective 3: Engage students with substantive co-curricular and internship opportunities that augment their learning and establish a strong foundation for lifelong success, growth, and adaptability.

Metric 6:   75% of Miami students will have completed an internship before they graduate.

Metric 7:   90% of Miami students will have two or more co-curricular experiences before they graduate.

Objective 4: Offer flexible pathways to and through the university, including interdisciplinary, e-learning, and multiple degree options, to help students achieve timely and cost-effective completion.

Metric 8:   25% of our students will graduate with multiple degrees/majors, and 5% will graduate with a combination Bachelor and Master's degree.

Metric 9:   60% of degree programs can be completed in three years or less through curriculum revision and by using different pedagogical approaches and modes of delivery.

Metric 10: Increase the online and hybrid credit hours to 10% of the total credit hours.

Foundational Goal 1: "Ensure vitality and sustainability by building a forward-looking, efficient, and caring culture that stimulates, recognizes, and rewards creativity, entrepreneurial thinking, and exemplary performance."

Objective 1: Promote a work environment built upon continuous improvement and evaluation that empowers employees through ongoing professional development and career growth opportunities.

Metric 11: All employees will have an annual evaluation that aligns with the overall university objectives and a measurable professional development plan.

Objective 2: Recognize and reward Miami employees for increasing effectiveness and productivity by utilizing their expertise, creativity, and collaboration to constantly improve accountability, productivity, and efficient utilization of resources.

Metric 12: At least 25% of the merit salary improvement pool for faculty and unclassified staff will be allocated to recognize and reward exemplary performance that contributes to university and unit goals and objectives.

Objective 3: Implement flexible and accountable governance structures that increase the University's responsiveness and ability to make timely decisions.

Metric 13: The timeline for the process of soliciting input and recommendations for governance purposes should not exceed one semester as appropriate.

Objective 4: Minimize tuition increases through a transparent, strategic financial and budgetary system that incentivizes new revenue streams, reallocates resources, and promotes team-oriented solutions to fiscal challenges.

Metric 14: One percent of total revenues annually will come from new or expanded revenue initiatives other than tuition rate increases.

Metric 15: Divisional deans will annually realign 1% of their divisional University budgeted funds by phasing out low priority organizational structures, programs, and activities. These funds will be set aside to support new, or expanding successful, programs and collaborations with an emphasis on inter- and multi-disciplinary activities.

Metric 16: 0.5% per year of permanent budgetary funds will be captured from improvements in divisional productivity, and these funds will be collected centrally and redistributed.

Metric 17: Implement, and annually update, a transparent, flexible, and dynamic ten-year budget plan that will ensure a sustainable and financially viable foundation.

Foundational Goal 2: "Promote a diverse culture of inclusion, integrity, and collaboration that deepens understanding and embraces intercultural and global experiences."

Objective 1: Attract and retain a diverse community of students, faculty, staff, and administrators.

Metric 18: Grow the diversity of our students, faculty, and staff.

Objective 2: Create an environment where our people live, learn, and work cooperatively with those of widely varied backgrounds, beliefs, abilities, and lifestyles, moving beyond boundaries to welcome, seek, and understand diverse peoples and perspectives.

Metric 19: 75% of Miami students will report that they feel welcome and have had significant and meaningful interactions with diverse groups.

Objective 3: Achieve cultural competency among members of the Miami community by immersing them in domestically and globally relevant learning experiences.

Metric 20: 60% of Miami students will study abroad or study away.

Metric 21: All Miami students will have a curricular or co-curricular cultural learning experience, e.g., intensive community engagement, service learning experience, intercultural or global learning requirement.

Objective 4: Expand, virtually and physically, Miami's global involvement.

Metric 22: All faculty and staff will engage in meaningful, globally diverse cultural activities (e.g., volunteer or community engagement, course or workshops on global and intercultural topics, professional training on diversity issues).

Metric 23: Miami will expand, virtually and physically, by 25%, it international partnerships and activities to increase its impact on the global stage.

Foundation Goal 3: "Cultivate mutually beneficial partnerships and applied and service-oriented projects that strengthen our local, state, national and world communities."

Objective 1: Partner with educational and other public-and private-sector institutions to co-design academic and outreach programs that enhance access to and support of quality higher education.

Metric 24: Miami will partner with two-year institutions to double the number of transfer students to the Oxford campus to 400 students.

Metric 25: Miami will double its partnerships with Ohio and other area high schools to recruit college-bound students, e.g., through PSEO, expansion of the Oxford Pathway Program, dual enrollment, tutoring or mentoring programs, bridge and summer programs.

Objective 2: Increase lifelong learning opportunities, engagement, and giving from alumni, parents, and friends.

Metric 26: Miami will provide educational opportunities and career support to at least 10% of our alumni and other external stakeholders, e.g., through programs similar to Winter College, Alumni Weekend activities, and webinars.

Metric 27: Increase the total dollar amount raised annually from alumni, parents, and friends by 10% per year.

Objective 3: Grow Miami's sponsored research, grants, intellectual property, internships, and co-curricular learning opportunities by helping corporate, governmental, and non-profit entities thrive through solutions-oriented partnerships.

Metric 28: Increase the total dollars of external funding (contracts and grants) to $30 million.

Metric 29: Increase by 25% the number of mutually beneficial educational, governmental, and corporate partnerships.

Objective 4: Advance Ohio's economic development and prosperity by providing talent and expertise that helps shape policy and improves quality of life.

Metric 30: By 2020, 10% of the Miami University community will be engaged in providing expertise and advancing the success of public and private entities.

Metrics, Examples for Divisions, Departments, and Areas

University divisions, units and areas will identify metrics specific to their area plans to complement, contribute to and culminate in overarching university-level metrics, goals, and objectives. Some area metrics will be understandably unique, depending on the area's proposed tactics.

For example, to contribute to the first university level measure for consideration – graduation rate percentage – an academic unit may strive to increase the graduation rate or the first-to-second year retention rate of the students enrolled within its program, with that increase thereby contributing to the whole. Enrollment management might increase the quality of the incoming class. An operating unit such as physical facilities or food service might strive to determine the percentage of students who indicate on surveys that residence halls and food service contribute to a superior student experience, which influences their desire to remain at the university. Separate or unique measures for those areas might include assessing the quality of facilities and food.

The driving factor for every area is to contribute to the university's 2020 plan goals and objectives through stand-out tactics measured against our plan's framing principles: quality, accountability and efficiency, growing and leveraging our resources, collaboration and inclusiveness, use of technology to enrich personalized learning, extraordinary student outcomes, academic rigor, innovation, and creativity. Sample templates and examples are online at **www.MiamiOH.edu/2020plan**.

Timeline

Visit **www.MiamiOH.edu/2020plan** frequently for updates and current timeline.