UNIFYING GOAL: LEARNING AND DISCOVERY

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.

1) Miami will achieve a 6-year graduation rate of 85% (4-year graduation rate of 75%).

With the university goal of a 94% retention rate by 2020, what is the highest retention rate your division will be able to achieve by 2020? _____%

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
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.

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

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
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.

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

[If applicable, provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
Objective 2: Immerse faculty, undergraduate and graduate students in research and creative scholarship that forms a vital part of the learning experience.

4) Continue to increase the quality and impact of scholarship or creative performance

Currently, what percentage of your faculty (T/TT) produces research or creative performance that meets or exceeds your division’s P&T standards? _____% 

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
Objective 2: Immerse faculty, undergraduate and graduate students in research and creative scholarship that forms a vital part of the learning experience.

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).

A) What are your divisional goals for student involvement in research?
   Undergraduate _____%  Graduate _____%

   [If applicable, provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]

B) What are your divisional goals for student involvement in experiential learning activities?
   Undergraduate _____%  Graduate _____%

   [If applicable, provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
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.

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

What are your divisional goals for student involvement in internships?

Undergraduate _____%  Graduate _____%

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
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.

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

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
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.

8) 25% of our students will graduate with multiple degrees/majors/co-majors and 5% will graduate with a combination Bachelor and Master’s degree.

A) What percent of your undergraduate students will graduate with multiple degrees/majors/co-majors? _____%

[If applicable, provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]

B) What percent of your students will graduate with a combination Bachelor and Master’s degree? _____%

[If applicable, provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
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.

9) 60% of degree programs can be completed in 3 years or less through curriculum revision and by using different pedagogical approaches and modes of delivery (required by OBoR by 2014).

[If applicable, provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
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.

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

<table>
<thead>
<tr>
<th></th>
<th>Undergraduate</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>What percentage of your divisional credit hours will be offered through online or hybrid courses within the next five years?</td>
<td>_______%</td>
<td>_______%</td>
</tr>
</tbody>
</table>

**Undergraduate**

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]

**Graduate**

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
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.

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

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

What percent of your division’s faculty (returning FT, T/TT, lecturers, clinical faculty, VAPs, and instructors), unclassified staff (returning FT), and classified staff (returning FT) are evaluated annually? Report a percentage for each.

- Faculty: ______%
- Unclassified (Professional) staff: ______%
- Classified staff: ______%

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]

What percent of your division’s faculty (returning FT, T/TT, lecturers, clinical faculty, VAPs, and instructors), unclassified staff (returning FT) and classified staff (returning FT) have a professional development plan? Report a percentage for each.

- Faculty: ______%
- Unclassified (Professional) staff: ______%
- Classified staff: ______%

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
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.

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.

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
Objective 3: Implement flexible and accountable governance structures that increase the university’s responsiveness and ability to make timely decisions.

13) The time line for the process of soliciting input and recommendations for governance purposes should not exceed one semester as appropriate.

[If applicable, provide divisional plan for achieving this goal, including relevant strategies and challenges 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.

14) An average of 1% of total revenues annually will come from new or expanded revenue initiatives other than tuition rate increases.

[Provide divisional plan for achieving this goal, including relevant strategies and challenges 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.

15) DIVISIONAL REDISTRIBUTION: Divisional deans will annually realign 1%, on average, 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.

[Provide divisional plan for achieving this goal, including relevant strategies and challenges 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.

16) REDUCTION and CENTRAL REDISTRIBUTION: 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.

[Provide divisional plan for achieving this goal, including relevant strategies and challenges 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.

17) Implement, and annually update, a transparent, flexible and dynamic 10-year budget plan that will ensure a sustainable and financially viable foundation.

[To be completed by vice presidents. No divisional response required.]
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.

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

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

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
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.

19) 75% of Miami students will report (e.g., in NSSE or unit-implemented surveys) that they feel welcome and have had significant and meaningful interactions with diverse groups.

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
Objective 3: Achieve cultural competency among members of the Miami community by immersing them in domestically and globally relevant learning experiences.

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

What percent of your divisional students will be able to study abroad/study away each year by 2020? ______% 

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
Objective 3: Achieve cultural competency among members of the Miami community by immersing them in domestically and globally relevant learning experiences.

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.

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
Objective 4: Expand, virtually and physically, Miami’s global involvement.

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).

Estimate the percentage of your faculty/staff who have participated in globally diverse cultural activities over the past year: ______% 

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
Objective 4: Expand, virtually and physically, Miami’s global involvement.

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

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
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.

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.

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

By 2020, how many transfer students will your division be able to accommodate?

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
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.

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 TOP Program, dual enrollment, tutoring or mentoring programs, Bridge and Junior Scholars Programs.

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
Objective 2: Increase lifelong learning opportunities, engagement, and giving from alumni, parents, and friends

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

[Provide divisional plan for contributing to this goal, including challenges and opportunities.]
Objectives:

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

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

[Provide divisional plan for supporting this goal.]
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.

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

What is your annual divisional goal for external contract and grant funding?

Federal funding: __________

Other external funding: __________

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
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.

29) Increase by 25% the number of mutually beneficial educational, governmental, corporate and non-profit partnerships.

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]
Objective 4: Advance Ohio’s economic development and prosperity by providing talent and expertise that helps shape policy and improves quality of life.

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

What percent of your faculty/staff are involved in providing expertise and advancing the success of public and private entities? ________%

[Provide divisional plan for achieving this goal, including relevant strategies and challenges as appropriate.]