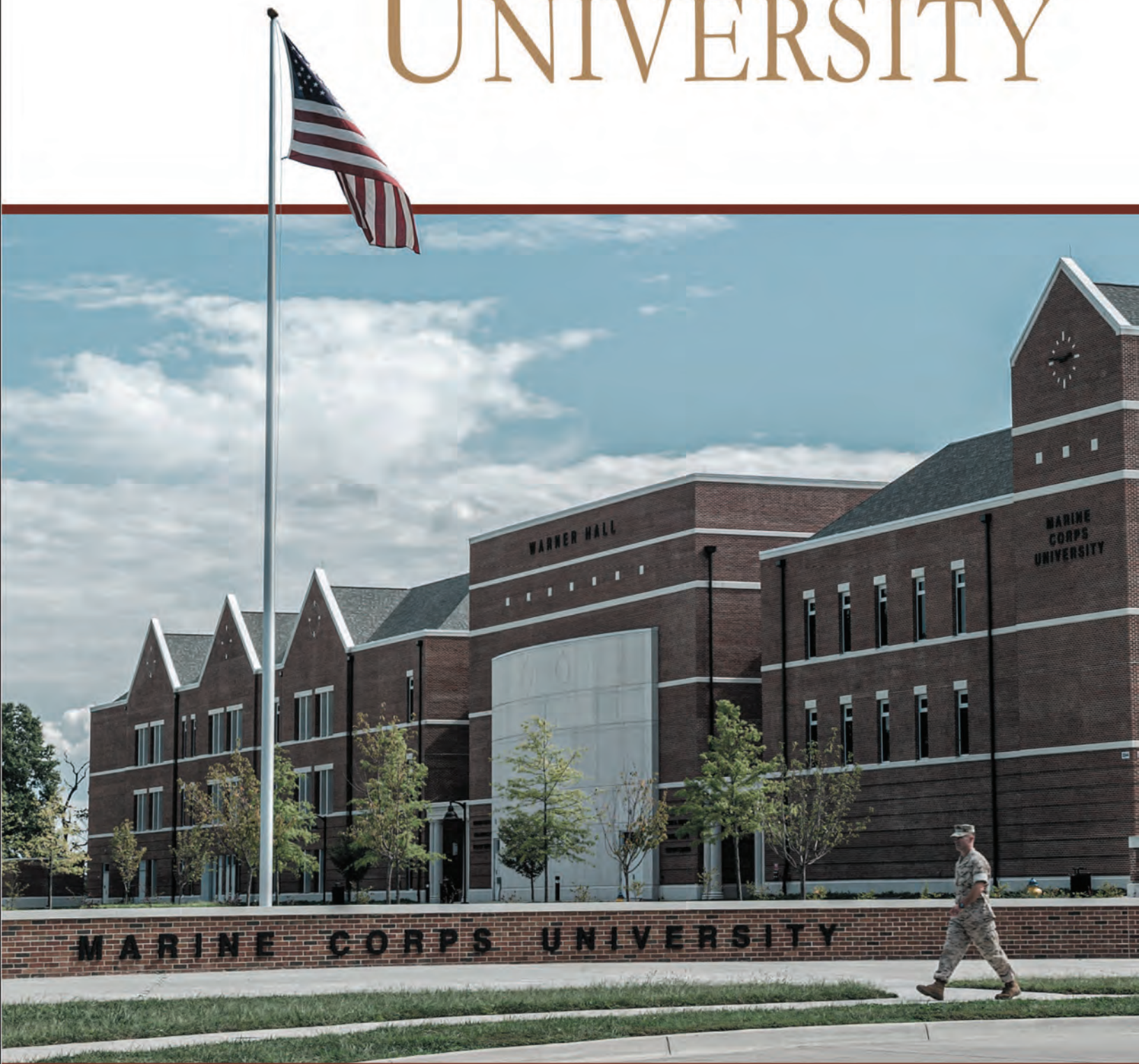


MARINE CORPS UNIVERSITY



MARINE CORPS UNIVERSITY STRATEGIC PLAN, 2022–2027



MARINE CORPS UNIVERSITY
STRATEGIC PLAN
2022–2027

Marine Corps University | 2076 South Street
Quantico, VA 22134



FOREWORD

Marine Corps University / Education Command (MCU / EDCOM) is responsible for providing professional military education (PME) across the Marine Corps and beyond. The university's academic programs encompass all officer and enlisted PME, including both resident and nonresident coursework. With a main campus at Marine Corps Base Quantico, Virginia, and with branches and detachments colocated with Marines around the world, MCU reaches approximately 65,000 students during a given academic year. In addition to serving Marines, the university welcomes students from all branches of the United States Armed Services, civilian interagency partners, and international military officers.

A subordinate command within Training and Education Command (TECOM), MCU / EDCOM's mission includes the dual mandate to develop and deliver PME and training and to preserve and present the history of the Marine Corps.

The various schools and directorates within the university must work collaboratively to accomplish this demanding mission. These include: the Marine Corps War College (MCWAR), Command and Staff College (CSC), School of Advanced Warfighting (SAW), Expeditionary Warfare School (EWS), College of Distance Education and Training (CDET), Lejeune Leadership Institute (LLI), History Division (HD), Marine Corps University Press (MCUP), and the National Museum of the Marine Corps (NMMC).

Beyond near-term mission accomplishment, MCU leaders have a responsibility to first envision then work toward a future state that keeps the university on the leading edge of the nation's PME institutions when it comes to the rigor and relevance of our academic programs. *MCU Strategic Plan 2022–2027* provides the broad outline for those actions that MCU must take within the next five years to continue to progress toward that future state. The plan “operationalizes” a vision that honors the past, while at the same time embracing the challenges of educating and training students to succeed in the uncertain and unpredictable security environments of tomorrow.





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PRESIDENT'S STRATEGIC INTENT



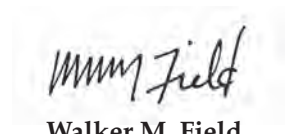
We are at a point in our history that is marked by increasing uncertainty and evolving threats to our nation's security. History tells us that professional military education assumes a particularly important role in facilitating change during this kind of strategic inflection point. Like war itself, the nature of professional learning is enduring, as encapsulated by General Alfred M. Gray's vision for the university to "teach officers and NCOs to win in combat by out-thinking as well as out-fighting their opponents." However, our understanding of the role of learning as it pertains to the profession of arms must continue to evolve to ensure that our programs remain rigorous, relevant, and responsive as the character of war changes.

This strategic plan provides a roadmap for university leaders to follow in the continued pursuit of General Gray's original intent, nested within the context of the vision of the future articulated by our current Commandant, General David H. Berger, in the forthcoming *Training and Education 2030*. In implementation, we must frame our efforts in accordance with the following enduring themes:

1. ***Students are the main effort.*** Our foundational goal is to develop in our students a maneuver warfare mindset and to graduate leaders who are better prepared to thrive in the operating environment envisioned for 2030.
2. ***Faculty are the center of gravity.*** We will actively recruit, develop, and retain the civilian and military faculty best able to provide high-quality instruction and who are capable of anticipating and responding to emerging educational requirements.
3. ***A culture of continuous improvement is our bid for success.*** We must sustain ongoing efforts to automate institutional assessments and obtain feedback from the FMF in order to inform adaptations to our curricula and supporting programs.
4. ***Our understanding of history is a strength.*** We will continue to excel in our efforts to inform the public of the Service's role in national defense. Likewise, our students must be imbued with an understanding of history to increase understanding and improve decision-making.

5. *Infrastructure provides the foundation.* Our facilities, information and education technologies, and outreach activities must maximize learning and research opportunities for both students and faculty.

I am extremely proud of the considerable work that went into developing this plan and am confident that our collective efforts in implementation will not only facilitate the achievement of our institutional goals, but will also enable us to support the broader strategic vision of the Commandant by producing graduates capable of leading the Marine Corps into the future. To that end, all MCU leaders will aggressively implement this strategic plan and will be prepared to adapt the plan in execution.

A handwritten signature in black ink, reading "Walker M. Field". The signature is stylized with a large, bold "W" and "F".

Walker M. Field

Brigadier General, U.S. Marine Corps
Commanding General, Education Command
President, Marine Corps University
29 March 2022

STRATEGIC OVERVIEW

INTRODUCTION. The Marine Corps relies on MCU to shape the long-term direction of PME for the institution as a whole, and MCU is resolute in its commitment to providing students with a dynamic and relevant PME experience that ensures that they are prepared to meet both current and future security challenges. Critical to achieving this outcome is the ability to adapt to changes in the strategic environment or, more importantly, to anticipate these changes and make informed decisions regarding the long-term direction of the organization. Envisioning a “future state,” planning ahead to identify appropriate adaptations, and prioritizing resources to make necessary changes are the essential building blocks of strategic planning.

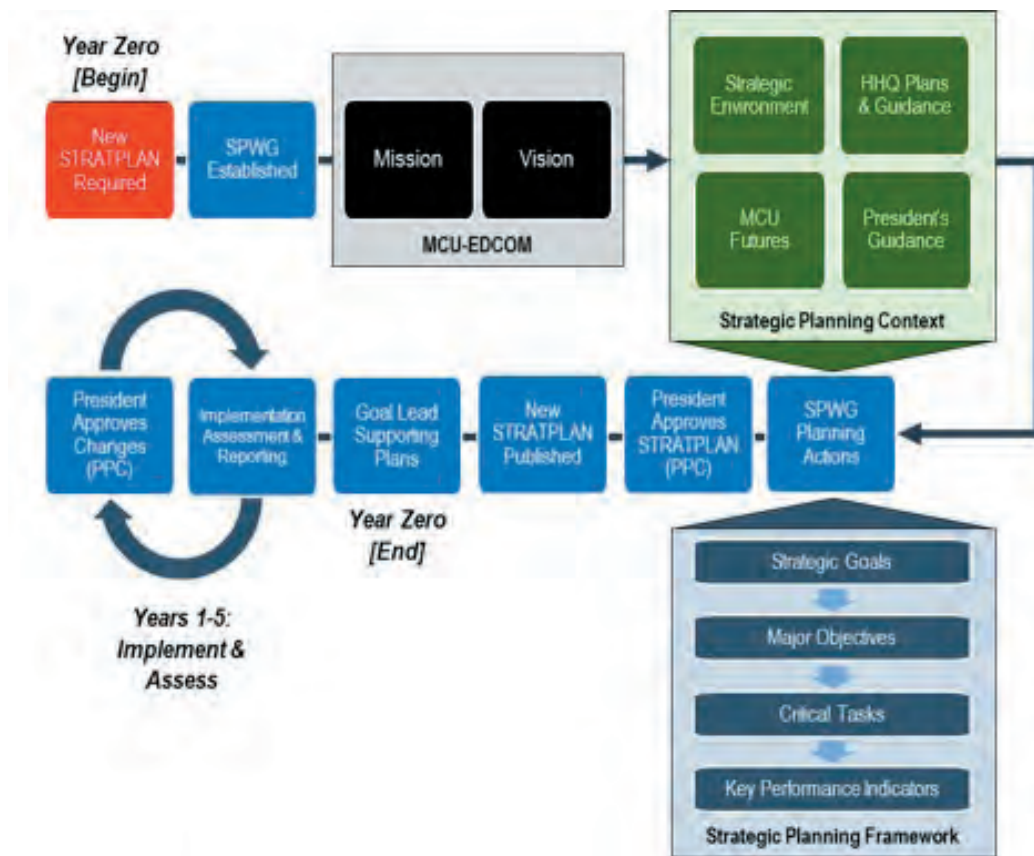
PURPOSE. The purpose of the *MCU Strategic Plan 2022–2027* (STRATPLAN) is twofold: to improve how we accomplish the mission today and to provide a common trajectory to guide the university into the future. The STRATPLAN is not merely a comprehensive list of the university’s many programs and initiatives; instead, the plan represents the shared aspirations that guide the university toward achievement of the strategic vision.

PLANNING PROCESS. With the direction and guidance of the President, MCU/Commanding General, EDCOM, the Vice President for Operations and Plans (VPOP) leads STRATPLAN development, implementation, assessment, and reporting. When a new STRATPLAN is required due to timing or circumstance, VPOP employs the Strategic Planning Working Group (SPWG). Chaired by the director of plans, the SPWG is a temporary, MCU-wide planning team composed of representatives from each vice president, the schools, and the separate directorates, along with other internal or external participants as required.

Centered on the MCU mission and strategic vision, development of a new STRATPLAN begins with an examination of applicable higher headquarters plans and guidance, and of the strategic environment as a whole. In cases where an MCU futures initiative precedes the planning, the outputs of that effort also provide context. Given this context and these inputs, the SPWG develops the “Base Plan”—as represented by this document—for approval by the President, via the President’s Planning Council (PPC), which serves as the governing authority over the strategic planning process. Once the president approves the Base Plan, the SPWG is disestablished and the designated goal leads conduct detailed planning to produce the supporting plans necessary for implementation. VPOP assists in the development of these supporting plans, and is responsible for overseeing implementation of the plan over its five-year lifecycle (figure 1).

Working with input from the MCU Futures Working Group and the prior plan 2017–2022, the SPWG revalidated the desired goals and objectives and then developed the critical tasks and related key performance indicators for achieving progress toward the approved strategic goals for *MCU Strategic Plan 2022–2027*. This effort was nested with strategic guidance from the university’s higher headquarters, to include the

Figure 1. Strategic plan lifecycle



Commandant's Planning Guidance, Force Design 2030, and Talent Management 2030. The plan also anticipates the strategic direction to be provided by the forthcoming *Training and Education 2030*; however, the plan will be updated, as necessary, to ensure that it aligns with the final, Commandant-approved version of that document.

STRATEGIC PLANNING FRAMEWORK. The strategic planning process at MCU/EDCOM is guided by a common strategic planning framework. The strategic goals define the major lines of effort (LOEs) of the STRATPLAN, with each goal further defined through a number of major objectives. The critical tasks (CTs) needed to accomplish each objective are identified, along with the associated assessment metrics, or key performance indicators (KPIs), that provide leadership with insight into progress and that highlight areas that need additional attention or resources.

The major elements of *MCU Strategic Plan 2022–2027* are outlined below. Annex A (Objective-to-Task Matrix) provides additional detail, to include the approved objectives and CTs. Annex B specifies the assessment plan for each CT, enabled by the approved KPIs for each task.

1. **MCU Mission Statement.** We educate Marines to prevail in combat.
2. **EDCOM/MCU Vision Statement.** Be the premier institution where warfighter's explore history's lessons, integrate novel technology, and emerge as the most capable, sought-after leaders in the ever-evolving landscape of conflict. We are dedicated to fostering a culture of continuous professional military education (PME), strategic thinking, and excellence, equipping our graduates to face future challenges with resilience and to lead with unwavering honor, courage, and commitment.
3. **MCU Values.** We value heritage, innovation, and decisiveness:
 - **Heritage:** Upholding our legacy as an elite fighting force, we preserve and present the history of the United States Marine Corps to our successors and the public.
 - **Innovation:** We educate Marines to be pioneers and lifelong learners of critical thinking, collaboration, initiative, and leadership.
 - **Decisiveness:** Highly disciplined in planning, decision making, and execution, we develop Marines to deliver timely, relevant, and compelling solutions to complex problems.
4. **MCU Strategic Goals.** The ideals expressed in the mission and vision are realized in the stated goals of the strategic plan. These goals, or LOEs, identify six major areas of focus for the commitment of intellectual, economic, and physical resources over the next five years.
 - **Goal 1.** Individuals who think critically and solve complex problems creatively in a dynamic environment. (*Professional Learning*)
 - **Goal 2.** Develop and maintain an effective, transparent, collaborative, and responsive organizational structure in order to foster a culture of continuous learning and improvement. (*Organizational Strength*)
 - **Goal 3.** Provide state-of-the-art facilities and cutting-edge technologies in order to facilitate Marine Corps University's innovative and global learning environment. (*Infrastructure and Technology*)
 - **Goal 4.** Strengthen faculty and staff development opportunities in order to promote professional experience. (*Faculty and Staff Development*)
 - **Goal 5.** Broaden connections with national security, academic, and public audiences in order to enrich MCU scholarship, research, publishing, and academic collaboration. (*Outreach, Partnership, Research, and Strategic Communication*)
 - **Goal 6.** Collect, preserve, interpret, and communicate the history of the Marine Corps in order to inform and educate the Total Force and the general public of the Marine Corps' role in national security. (*Preserve and Present Marine Corps History*)

GOAL 1

PROFESSIONAL LEARNING

INTRODUCTION. Professional military education (PME) is grounded in the development of higher-order habits of mind associated with the analytic and creative skills foundational to decision-making. These skills are realized in warfighting and leadership. The responsibility of the university to guide the professional growth and development of Marines throughout their service to our nation requires a range of programs. The academic programs of MCU are designed to prepare learners to continually learn throughout their careers.

GOAL 1: Professional Learning

Conduct education and training to develop professionally competent individuals who think critically and solve complex problems creatively in a dynamic environment.

Objective 1.1 Provide comprehensive and rank-appropriate officer and enlisted education and training opportunities, which are informed by assessment processes to ensure their relevance to the needs of the Marine Corps Total Force.

Objective 1.2 Provide training, education, and resources that inspire and sustain leadership excellence within the Marine Corps Total Force.

Objective 1.3 Develop and maintain certified and rigorous education and training, aligned with higher education and military standards in order to support, track, and incentivize Marine learners.

Objective 1.4 Support a culture of continuous learning and professional competence by providing platforms and content that foster individual professional development and unit PME.

GOAL LEAD: Provost/Vice President for Academic Affairs (VPAA)

GOAL 2

ORGANIZATIONAL STRENGTH

INTRODUCTION. MCU’s ability to achieve the goals and objectives contained in this STRATPLAN depends on the talents and support of our distinguished faculty and staff. A strong, engaged faculty and staff is the center of gravity for the university. Establishing an organizational structure that promotes collaborative relationships, and an organizational culture that emphasizes rigorous self-assessment and continuous improvement within the framework of up-to-date and transparent business processes, will enable the university to recruit and retain our most important resource—people.

GOAL 2: Organizational Strength

Develop and maintain an effective, transparent, collaborative, and responsive organizational structure in order to foster a culture of continuous learning and improvement.

Objective 2.1 Support and maintain an organizational structure that promotes collaborative relationships and integrated decision-making among MCU staff directorates, schools and student populations.

Objective 2.2 Improve the culture of self-assessment across the university with emphasis on rigor, accountability, and continuous improvement.

Objective 2.3 Develop and publish effective and efficient academic, business, and operations processes in order to better serve faculty, staff and student needs.

Objective 2.4 Recruit, hire, and retain a high quality and diverse workforce to ensure an effective, rigorous and creative learning environment.

GOAL LEAD: VPOP

GOAL 3

INFRASTRUCTURE AND TECHNOLOGY

INTRODUCTION. MCU has already achieved several noteworthy goals associated with infrastructure and technology. However, the rapid pace of technological advancement and the creation of adapted educational tools require continued innovation in the classroom and beyond. The completion of the John Warner Center for Advanced Military Studies marked the first and most significant step in making the full spectrum of hardware and software tools available within the classroom. This momentum continues for both the resident and distance education programs. Infrastructure initiatives must remain focused on efforts to create a learning environment in which students can devote their full attention to the achievement of the learning outcomes.

GOAL 3: Infrastructure and Technology

Provide state-of-the-art facilities and cutting-edge technologies in order to facilitate Marine Corps University's innovative and global learning environment.

Objective 3.1 Refine, resource, and implement a Facilities Master Plan in order to enhance curricula, learning, research, and collaboration, and support curation, preservation, and presentation of Marine Corps history.

Objective 3.2 Acquire and implement cutting edge information and education technologies based upon industry, Department of Defense (DOD), and civilian university enterprise architecture best practices in order to maximize learning, research, collaboration, and data analytics opportunities for schools and directorates, students, faculty, and staff.

GOAL LEAD: Vice President for Business Affairs (VPBA)

GOAL 4

FACULTY AND STAFF DEVELOPMENT

INTRODUCTION. Faculty provide the vision necessary to the intellectual vibrancy and academic rigor of MCU. The partnership of dedicated faculty with highly skilled professional staff creates a potent team acting in concert to make the mission and vision of MCU a reality. MCU relies on the role faculty plays in shaping the identity and achievement of the institution. The quality of education imparted to the students of MCU requires an equally vibrant and rigorous faculty development program suited to the unique capabilities of each faculty member. Professional staff is the foundation on which all university functions rely. The partnership of dedicated faculty with highly skilled professional staff, well versed in the administration of an institution of higher learning and the Marine Corps, creates a potent team acting in concert to make the mission and vision of MCU a reality.

GOAL 4: Faculty and Staff Development

Strengthen faculty and staff development opportunities in order to promote teaching excellence, scholarship, and the sharing of knowledge.

Objective 4.1 Create, deliver, and manage faculty development programs tailored to evolving requirements in order to ensure top quality teaching, curriculum development, and scholarship.

Objective 4.2 Facilitate and manage development programs for administrators and staff in order to ensure effective operations and support of MCU schools and directorates.

Objective 4.3 Create opportunities to learn and understand the culture, missions, and organization of the Marine Corps in order to enhance faculty and staff understanding of MCU/EDCOM's role in supporting the broader institutional purpose.

GOAL LEAD: Provost/VPAA

GOAL 5

OUTREACH, PARTNERSHIP, RESEARCH, AND STRATEGIC COMMUNICATION

INTRODUCTION. The rich array of resources that support teaching and learning at MCU offer unique opportunities to connect with scholars in areas including, but not limited to PME, security studies, military history, leadership, and warfighting theory and practice. Expanding the range of influence of the university by creating ongoing dialogue with professionals examining similar topics allows for an exchange that enlivens the scholarly life of faculty and students, and strengthens MCU's learning environment. Outreach activities also enhance the broader national security and academic communities' understanding and recognition of MCU expertise. In doing so, MCU serves as a center of scholarly thought, discourse, and intellectual resources contributing to scholarly discourse on a broad range of topics, theories, and concepts related to the role the Marine Corps plays in national security and foreign affairs.

GOAL 5: Outreach, Partnership, Research, and Strategic Communication

Broaden connections with national security, academic, and public audiences in order to enrich MCU scholarship, research, publishing, and academic collaboration.

Objective 5.1 Provide and promote opportunities for faculty, staff, and students to participate in scholarly activities with other institutions and the national security sector, and share their expertise to enrich MCU's network of academic relationships and to enhance MCU education enterprises.

Objective 5.2 Provide and promote opportunities for MCU institutions to negotiate, build, and maintain partnerships with key Marine Corps organizations, government agencies, and academic institutions that will assist achieving institutional goals.

Objective 5.3 Research, write, present, and publish in order to maintain currency with the evolving national security environment.

Objective 5.4 Develop communication strategies, and inform and educate internal and external audiences in order to promote awareness and build credibility and trust with audiences critical to Marine Corps University's mission and vision.

GOAL LEAD: Provost/VPAA

GOAL 6

PRESERVE AND PRESENT MARINE CORPS HISTORY

INTRODUCTION. Through its presentation of the history and heritage of the Marine Corps, MCU informs the public of the Service's role in national defense. This undertaking provides knowledge of the Marine Corps' past, ensuring an understanding of its present and future activities and operations. MCU institutions make available the hard-earned experience and official history for practical study and use. They preserve a written, spoken, and visual record of the Marine Corps' activities and traditions by collecting papers, articles, images, and interviews of lasting historical interest. MCU preserves, interprets, and exhibits the material history of the Marine Corps while providing both formal and informal education for Marines, veterans, and the general public, and supports the publication of original scholarly, peer-reviewed research. They assist in the Marine Corps' use of military history to aid in professional military education and training. Finally, MCU's responsibilities for Marine Corps history and integration into PME provide background and precedent to develop critical thinking and improved decision-making.

GOAL 6: Preserve and Present Marine Corps History

Collect, preserve, interpret, and communicate the history of the Marine Corps in order to inform and educate the Total Force and the general public of the Marine Corps' role in national security.

Objective 6.1 Collect and provide responsible stewardship for objects and records related to the history of the Marine Corps in order to preserve that history for use in educating the public and future generations of military service men and women.

Objective 6.2 Examine historical collections, artifacts, and records in order to understand the factual basis of Marine Corps' operations and activities, experiences, and traditions, to provide decision-makers with accurate information, and to promote a deeper understanding of the Service's role in the development of the United States and as an instrument of national policy.

Objective 6.3 Provide and promote opportunities for faculty, staff, students, the Fleet, and the public to communicate the written, spoken, and visual history of the Marine Corps.

GOAL LEAD: VPBA

IMPLEMENTATION AND REPORTING

STRATPLAN IMPLEMENTATION. Implementation of the STRATPLAN centers on the strategic goals. Designated goal leads are responsible for supervising implementation actions for their goals based on identified objectives, critical tasks, and corresponding assessment metrics. Goal leads determine how best to proceed in that regard, which necessitates the conduct of more detailed planning to establish intermediate objectives, identify subtasks required to achieve each critical task, and codify additional assessment metrics needed to measure progress at the critical task or subtask level. Goal leads must also develop estimates of supportability, identify required resources, and prioritize actions based on available resources. When complete, these implementation-level planning efforts provide a plan of action and milestones for each goal during the five-year planning window on which the STRATPLAN is based.

As the university moves to integrate the goals and objectives into ongoing operations, efforts to monitor, track, measure, and adjust will guide the progress toward stated goals. This approach ensures the STRATPLAN is embedded in MCU's ongoing operations as a living document supporting the achievement of ambitious, yet attainable, goals.

STRATPLAN ASSESSMENT AND REPORTING. In both the development and implementation stages, a central tenet of the MCU strategic planning process is to ensure that the STRATPLAN is sufficiently flexible to respond to changes in the strategic environment, to include publication of new strategic plans and guidance from HHQ. The systematic assessment and reporting of implementation progress serve to enable the informed decision-making necessary to maintain the plan's relevance and to prioritize actions and scarce resources. It also ensures that MCU remains on a common trajectory to achieve the strategic vision. At the same time, the requirements and responsibilities associated with the execution, monitoring, and progress reporting are designed to require an appropriate and reasonable investment of time and resources relative to other duties.

Similar to existing director's institutional effectiveness (IE) reports, STRATPLAN assessment is reported each academic year (AY) using four-column matrices (4CM) supported by a narrative description of progress and any recommended changes going into the next reporting period. Although STRATPLAN activities are ongoing throughout the year, final data collection and assessment (columns 3 and 4) occur at the end of the AY, synchronized with the IE reporting process and timeline. As appropriate, reports may reference IE reports from a particular unit in those cases where these reports and/or 4CMs address portions of the reporting requirement. Final reporting is sequenced to facilitate the aggregation of data to support progressively higher levels of assessment—from KPIs to critical tasks to objectives to goals. Goal lead reports must include an assessment as to whether progress is met, partially met, or did not meet expectations for the overall goal as well as its subordinate objectives, CTs, and KPIs.

STRATPLAN MODIFICATIONS. Perhaps the most critical aspect of an effective strategic planning process is that the planning products can be adapted in-stride to account for changes in the strategic environment, HHQ plans, tasks, or guidance, or internal priorities. The framework must provide the ability to incorporate these changes, as well as all other modifications triggered during plan implementation, without having to constantly rewrite the STRATPLAN. At the culmination of each implementation year, goal leads can recommend changes for their respective goals, which are ultimately codified in the annual *Strategic Plan Executive Report* (SPER) for approval by the President at the Winter President’s Planning Council (PPC) meeting. Relatively minor changes will be published as a “change sheet” to the existing STRATPLAN or, in some instances, the plan will be republished with all changes included. Substantive changes may trigger a rewrite of the plan as a whole. Refer to the STRATPLAN Change Matrix (Annex C).

For additional information on STRATPLAN implementation, assessment, and reporting requirements, see chapter 8 of the current VPOP Regulations (MCU-EDCOMO 3000.1).



ANNEX A

OBJECTIVE-TO-TASK MATRIX

The Objective-to-Task Matrix provides the baseline for accountability and assessment in the implementation of the *MCU Strategic Plan*. Each goal, objective, and critical task has a designated lead responsible for detailed planning, execution, and assessment of those actions necessary to accomplish the commanding general's intent. As with all elements of the *MCU Strategic Plan*, the matrix is not a static document. It will evolve as lessons are learned in the implementation process and as elements of the plan are added, changed, or deleted.

Goal	Obj	CT	Description	Lead
1			Professional Learning: Conduct education and training to develop professionally competent individuals who think critically and solve complex problems creatively in a dynamic environment.	Provost/ VPAA
	1.1		Provide comprehensive and rank-appropriate officer and enlisted education and training opportunities, which are informed by assessment processes to ensure their relevance to the needs of the Marine Corps Total Force.	Provost/ VPAA
		1.1.1	Maintain a PME continuum that aligns with USMC educational requirements, including resident and nonresident programs.	Provost/ VPAA
		1.1.2	Provide training, education, and resources with a naval orientation to improve a learner's knowledge base regarding naval warfare and naval expeditionary warfare, and a better understanding of composite warfare and the JFMCC as a whole.	Provost/ VPAA
		1.1.3	Strengthen MCU's ability to facilitate student learning about emerging technologies, related concepts and capabilities, and their impact on the character of twenty-first century warfare by developing resources, expanding capacity, and providing education opportunities.	Provost/ VPAA
		1.1.4	Incorporate a fully integrated wargaming environment to examine tactics, operations, and strategy in relevant historical and future, naval and joint scenarios in order to develop students of all ranks who are better able to think critically, solve problems creatively, decide effectively, and communicate solutions.	Provost/ VPAA
		1.1.5	Provide education and resources to enhance metacognitive skills in order to develop learners who are aware of their own thinking processes, and able to rearrange and regulate their thinking when faced with complexity and uncertainty.	Provost/ VPAA
	1.2		Provide training, education, and resources that inspire and sustain leadership excellence within the Marine Corps total force.	LLI
		1.2.1	Identify and develop curricula for officer PME and professional development programs.	LLI
		1.2.2	Identify and develop curricula for enlisted PME and professional development programs.	LLI

		1.2.3	Identify, develop, and coordinate curricula in support of civilian professional development programs.	LLI
		1.2.4	Ensure leadership excellence education, including digital resourcing, is woven into formal and informal education opportunities for Marine learners.	LLI
	1.3		Develop and maintain certified and rigorous education and training, aligned with higher education and military standards in order to support, track, and incentivize Marine learners.	Provost/ VPAA
		1.3.1	Institutionalize regional accreditation requirements throughout the university.	Provost/ VPAA
		1.3.2	Maintain and support certification processes for Accreditation of Joint Education (PAJE) and DOD requirements.	Provost/ VPAA
		1.3.3	Pursue and manage additional certification and recognition of education and training programs.	Provost/ VPAA
	1.4		Support a culture of continuous learning and professional competence by providing platforms and content that foster individual professional development and unit PME.	VPDL
		1.4.1	Develop and offer individual professional development opportunities and continuing education programs to support lifelong learning and augment formal PME and training programs.	VPDL
		1.4.2	Develop and make available material and opportunities to support command PME programs.	VPOP
		1.4.3	Develop moderated platforms that will enable organizations to develop their own training and education products and share them across the Marine Corps and other audiences, as appropriate.	VPDL
2			Organizational Strength: Develop and maintain an effective, transparent, collaborative, and responsive organizational structure in order to foster a culture of continuous learning and improvement.	VPOP
	2.1		Support and maintain an organizational structure which promotes collaborative relationships and integrated decision-making among MCU staff directorates, schools, and student populations.	VPOP
		2.1.1	Maintain, support, and assess governance dedicated to the interests of education and MCU activities to ensure well-informed decision-making with transparent and accountable execution of responsibilities.	VPOP
		2.1.2	Develop, conduct and assess activities that integrate and reinforce interaction and communication of ideas, issues, and solutions between all MCU institutions and directorates.	VPOP
		2.1.3	Maintain and improve a system of knowledge management that promotes transparency supporting collaborative working relationships.	VPBA
		2.1.4	Annually evaluate MCU structure and ensure required skills reflect organizational needs.	VPBA
	2.2		Improve the culture of self-assessment across the university with an emphasis on rigor, accountability, and continuous improvement.	VPOP
		2.2.1	Identify, disseminate, and establish opportunities to implement assessment best practices and lessons learned across the university.	VPOP
		2.2.2	Amplify program evaluation and analytic capabilities to ensure decision makers have high quality information about learner needs, graduate preparedness, and evolving stakeholder requirements.	VPOP

		2.2.3	Implement an outcomes-based curriculum review process informed by evidence of outcomes achievement and teaching effectiveness.	Provost/ VPAA
		2.2.4	Automate and improve assessment data management and reporting processes	VPOP
	2.3		Develop, publish, and maintain effective and efficient academic, business, and operations processes in order to better serve faculty, staff, and student needs.	VPBA
		2.3.1	Review, update, maintain, and publish policies, regulations, and procedures.	VPBA
		2.3.2	Work collaboratively to improve academic, business, and operations processes and practices in support of institutional goals.	VPOP
	2.4		Recruit, hire, and retain a high quality and diverse workforce to ensure an effective, rigorous, and creative learning environment.	VPBA
		2.4.1	Identify and implement best practices for recruitment and hiring of high-quality faculty and staff.	VPBA
		2.4.2	Identify and implement incentives for retention of high-quality faculty and staff.	VPBA
		2.4.3	Build and empower a workforce with diverse characteristics and experiences to work in an open and collaborative environment that provides the best possible education for learners.	VPBA
3			Infrastructure and Technology: Provide state-of-the-art facilities and cutting-edge technologies in order to facilitate Marine Corps University's innovative and global learning environment.	VPBA
	3.1		Refine, resource, and implement a Facilities Master Plan in order to enhance curricula, learning, research, and collaboration, and support curation, preservation, and presentation of Marine Corps history.	VPBA
		3.1.1	Periodically review and refine the MCU Facilities Master Plan, based on analysis of contemporary institutional use and needs, and considerations for future facilities requirements.	VPBA
		3.1.2	Ensure MCU facilities resource requirements are identified through Service and department fiscal processes and procedures.	VPBA
		3.1.3	Execute the MCU Facilities Master Plan.	VPBA
	3.2		Acquire and implement cutting edge information and education technologies based upon industry, Department of Defense (DOD), and civilian university enterprise architecture best practices in order to maximize learning, research, collaboration, and data analytics opportunities for schools and directorates, students, faculty, and staff.	VPBA
		3.2.1	Periodically review and refine the MCU IT/ET Master Plan, based on analysis of contemporary institutional use and needs, and considerations for future requirements.	VPBA
		3.2.2	Ensure MCU IT/ET resource requirements are identified through Service and department fiscal processes and procedures.	VPBA
		3.2.3	Implement the MCU IT/ET Master Plan, and ensure flexibility in execution based on current needs of schools, directorates, and institutions of MCU.	VPBA
		3.2.4	Ensure faculty, staff, and students have the ability to fully leverage available learning technology.	VPDL
4			Faculty and Staff Development: Strengthen faculty and staff development opportunities in order to promote professional excellence.	Provost/ VPAA

	4.1		Create, deliver, and manage faculty development programs tailored to evolving requirements in order to ensure top quality teaching, curriculum development, and scholarship.	Provost/ VPAA
		4.1.1	Provide professional development opportunities and experiences through a university-level program in areas of teaching, curriculum development, and scholarship.	Provost/ VPAA
		4.1.2	Create and deliver tailored faculty development opportunities for members based on faculty needs, as well as the unique needs of the college or school.	School/ directorates
		4.1.3	Enable individual faculty to maintain and build professional standing in their fields and to gain proficiency in relevant and effective teaching techniques and activities.	School/ directorates
	4.2		Facilitate and manage development programs for administrators and staff in order to ensure effective operations and support of MCU schools and directorates.	VPBA
		4.2.1	Establish and periodically review requirements, policy, procedures, and resources for professional development of administrators and staff.	VPBA
		4.2.2	Based on school or directorate needs, periodically assess skill and certification requirements, and facilitate tailored development opportunities for staff members.	Directors and assigned managers
		4.2.3	Enable individual staff members to seek out and participate in professional growth opportunities to gain proficiency in associated position requirements and potential future duties.	Directors and assigned managers
	4.3		Create opportunities to learn and understand the culture, missions, and organization of the Marine Corps in order to enhance faculty and staff understanding of MCU/EDCOM's role in supporting the broader institutional purpose.	VPOP
		4.3.1	Develop and manage a program for faculty and staff that ensures a shared understanding of the role of MCU/EDCOM and its PME and historical programs responsibilities in support of the broader Marine Corps.	VPOP
		4.3.2	Provide opportunities to familiarize faculty and staff with the operating forces (and greater DOD) in order to build understanding of USMC/DOD capabilities and requirements.	VPOP
5			Outreach, Partnership, Research, and Strategic Communication: Broaden connections with national security, academic, and public audiences, in order to enrich MCU scholarship, research, publishing, and academic collaboration.	Provost/ VPAA
	5.1		Provide and promote opportunities for faculty, staff, and students to participate in scholarly activities with other institutions and the national security sector, and share their expertise to enrich MCU's network of academic relationships and to enhance MCU education enterprises.	Provost/ VPAA
		5.1.1	Provide opportunities and experiences through a university-level program that engage complex areas of study and national security issues requiring external engagement and collaboration that will enrich relationships and networks.	Provost/ VPAA
		5.1.2	Based on school or directorate needs and activities, enable external engagement and collaboration that addresses complex areas of study and national security issues and will enrich relationships and networks.	School/ directorates

		5.1.3	Enable individual faculty and staff to engage and collaborate with external agencies, departments, and academic institutions to address complex areas of study and national security issues and enrich relationships and networks.	Provost/ VPAA
		5.1.4	Establish an MCU alumni program for students, faculty, and staff that will connect this distinguished U.S. and international network of professionals to enhance education opportunities and build further academic exchanges.	VPBA
	5.2		Provide and promote opportunities for MCU institutions to negotiate, build, and maintain partnerships with key Marine Corps organizations, government agencies, and academic institutions that will assist achieving institutional goals.	Provost/ VPAA
		5.2.1	Establish and maintain mutually beneficial long-term partnerships and activities with external audiences to enhance high quality learning.	Provost/ VPAA
		5.2.2	Based on school or directorate needs and activities, enable mutually beneficial partnerships with external institutions to enhance high quality learning.	School/ directorates
	5.3		Research, write, present and publish in order to maintain currency with the evolving national security environment.	Provost/ VPAA
		5.3.1	Maintain and update policies and processes that facilitate the ability of MCU's faculty, staff, and students to conduct research, write, publish, and present.	Provost/ VPAA
		5.3.2	Maintain and update policies and processes that facilitate the ability of MCU to accept and execute funds for sponsored projects.	Provost/ VPAA
		5.3.3	Enhance the university's recognition and promotion of accomplishments in the areas of research, publication, and presentation.	Provost/ VPAA
	5.4		Develop communication strategies, and inform and educate internal and external audiences in order to promote awareness and build credibility and trust with audiences critical to Marine Corps University's mission and vision.	VPOP
		5.4.1	Periodically review and update the Marine Corps University COMMSTRAT program, to include implementation of an assessment plan to evaluate program effectiveness.	VPOP
		5.4.2	Communicate MCU key strategic themes and activities with internal and external audiences.	COS
6			Preserve and Present Marine Corps History: Collect, preserve, interpret, and communicate the history of the Marine Corps in order to inform and educate the Total Force and the general public of the Marine Corps' role in national security.	VPBA
	6.1		Collect and provide responsible stewardship for objects and records related to the history of the Marine Corps in order to preserve that history for use in educating the public and future generations of military service men and women.	NMMC
		6.1.1	Collect and provide responsible stewardship for collections and objects related to the history of the Marine Corps and individual Marines.	NMMC
		6.1.2	Identify, incorporate into holdings, preserve, and provide access to classified and unclassified relevant historical records in order to support research by Marine Corps historians, faculty and students, and the general public.	HD
		6.1.3	Collect and preserve relevant open-access, scholarly research and historical publications in digital and physical storage to maintain permanent and published files of record.	MCUP

	6.2		Examine historical collections, artifacts, and records in order to understand the factual basis of Marine Corps' operations and activities, experiences, and traditions, to provide decision-makers with accurate information, and to promote a deeper understanding of the Service's role in the development of the United States and as an instrument of national policy.	HD
		6.2.1	Conduct collections-based research and share the results of that research through publications, exhibitions, and accessible public programming.	NMMC
		6.2.2	Conduct comprehensive examination of historical records in order to provide timely and accurate responses to official requests for information and relevant materials, to develop factually accurate definitive histories, monographs, occasional papers, battle studies, pamphlets, and journal articles, and to prepare unit lineage and honors.	HD
		6.2.3	Inform and maintain awareness across a wide network of authors and readers about open-access publishing opportunities to interpret the history of the Marine Corps.	MCUP
	6.3		Provide and promote opportunities for faculty, staff, students, the Fleet, and the public to communicate the written, spoken, and visual history of the Marine Corps.	MCUP
		6.3.1	Develop public-access exhibits and materials, and conduct educational programs for the public, including students, families and educators to increase their knowledge of the history of the Marine Corps.	NMMC
		6.3.2	Write the official history of the Marine Corps for publication, deliver unit lineage and honors certificates on a consistent recurring cycle, provide timely and accurate information to decision-makers, deliver presentations on Marine Corps history, and provide remote accessibility to digitized archival collections in order to inform, educate, and promote greater appreciation of Marine Corps history by Marines, other servicemembers, professional organizations, and the general public.	HD
		6.3.3	Establish and resource digital and print venues for scholars to communicate the history of the Marine Corps.	MCUP

ANNEX B

CRITICAL TASK ASSESSMENT PLANS

Overview. Each CT has associated KPIs that the task lead uses to assess progress and demonstrate the effects of their efforts. All CTs have a KPI that is specifically focused on measuring task accomplishment, taking into consideration, for example, percentage of task achieved and adequacy of resourcing. A measure of performance (MOP), this “Tac-1” series KPI allows the task lead to answer the question, “Are the efforts to implement the task where they should be?” Likewise, CTs also have at least one KPI that is designed to measure the impact or outcomes of implementation actions. As measures of effectiveness (MOE), these “Tac-2” series KPIs allow the task leads to validate the contribution of the task to overall goal achievement by answering the question, “Is implementation of this task having the intended effect?” Taken in combination, this KPI framework is the foundation for the CT assessment plan that the task lead uses to conduct task-related assessments and report results. The KPI framework provided below also represents the minimum standard for each CT, as established by the SPWG during the development of the base plan. During implementation planning, goal and CT leads have the opportunity to add depth to this basic assessment framework. As with the plan itself, KPIs are likely to evolve as task implementation progresses through the plan’s five-year lifecycle.

GOAL 1. PROFESSIONAL LEARNING	
OBJECTIVE 1.1 PME CURRICULUM	
CT 1.1.1	Maintain a PME continuum that aligns with USMC educational requirements, including resident and nonresident programs.
KPI 1.1.1.1	Task-specific implementation plan is resourced and on time.
KPI 1.1.1.2	FMF input validates that MCU graduates possess knowledge needed to meet current Marine Corps educational requirements.
CT 1.1.2	Provide training, education, and resources with a naval orientation to improve a learner’s knowledge base regarding naval warfare and naval expeditionary warfare, and a better understanding of composite warfare and the JFMCC as a whole.
KPI 1.1.2.1	Task-specific implementation plan is resourced and on time.
KPI 1.1.2.2	FMF input validates that MCU graduates possess necessary understanding of naval warfare and naval expeditionary warfare.
KPI 1.1.2.3	Student performance data indicates rank-appropriate knowledge regarding naval warfare and naval expeditionary warfare.
CT 1.1.3	Strengthen MCU’s ability to facilitate student learning about emerging technologies, related concepts and capabilities, and their impact on the character of twenty-first century warfare by developing resources, expanding capacity, and providing education opportunities.

KPI 1.1.3.1	Task-specific implementation plan is resourced and on time.
KPI 1.1.3.2	Stakeholder input validates that MCU curricula covers appropriate topics related to emerging technology and concepts.
KPI 1.1.3.3	Student performance data indicates rank-appropriate knowledge of emerging technology and concepts.
CT 1.1.4	Incorporate a fully integrated wargaming environment to examine tactics, operations, and strategy in relevant historical and future, naval and joint scenarios in order to develop students of all ranks who are better able to think critically, solve problems creatively, decide effectively, and communicate solutions.
KPI 1.1.4.1	Task-specific implementation plan is resourced and on time.
KPI 1.1.4.2	A functional cloud wargaming environment is established that includes a diverse wargame library of historical and future scenarios accessible to all resident course students and faculty.
KPI 1.1.4.3	Wargaming methodologies support each school's program and student learning outcomes.
CT 1.1.5	Provide education and resources to enhance metacognitive skills in order to develop learners who are aware of their own thinking processes, and able to rearrange and regulate their thinking when faced with complexity and uncertainty.
KPI 1.1.5.1	Task-specific implementation plan is resourced and on time.
KPI 1.1.5.2	Students and faculty are satisfied with the quantity and quality of the metacognition-focused educational resources (e.g., reading material, podcasts, professional development opportunities, sample assessment measures, etc.) available to them.
KPI 1.1.5.3	Student performance data indicates rank-appropriate knowledge and metacognitive skills.
OBJECTIVE 1.2 LEADERSHIP EXCELLENCE	
CT 1.2.1	Identify and develop curricula for officer PME and professional development programs.
KPI 1.2.1.1	Task-specific implementation plan is resourced and on time.
KPI 1.2.1.2	Students are satisfied with the quality and relevance of leadership course content.
KPI 1.2.1.3	Stakeholders, including graduates, indicate that leadership course content is relevant and aligned to needs of the USMC.
CT 1.2.2	Identify and develop curricula for enlisted PME and professional development programs.
KPI 1.2.2.1	Task-specific implementation plan is resourced and on time.
KPI 1.2.2.2	Students are satisfied with the quality and relevance of leadership course content.
KPI 1.2.2.3	Stakeholders, including graduates, indicate that leadership course content is relevant and aligned to needs of the USMC.
CT 1.2.3	Identify, develop, and coordinate curricula in support of civilian professional development programs. and develop curricula for enlisted PME and professional development programs.
KPI 1.2.3.1	Task-specific implementation plan is resourced and on time.
KPI 1.2.3.2	Students are satisfied with the quality and relevance of leadership course content.
KPI 1.2.3.3	Stakeholders, including graduates, indicate that leadership course content is relevant and aligned to needs of the USMC.
CT 1.2.4	Ensure leadership excellence education, including digital resourcing, is woven into formal and informal education opportunities for Marine learners.
KPI 1.2.4.1	Task-specific implementation plan is resourced and on time.

KPI 1.2.4.2	Currently updating content on the Marine Leader Development page to ensure content is more accessible and reflects current changes in orders and policies. MCCLDP is creating online course work to increase access to education opportunities.
KPI 1.2.4.3	Provide web-based content for civilian and military personnel with best practices and key resources.
OBJECTIVE 1.3 ACCREDITATION AND ADMINISTRATION OF CURRICULUM	
CT 1.3.1	Institutionalize regional accreditation requirements throughout the university.
KPI 1.3.1.1	Task-specific implementation plan is resourced and on time.
KPI 1.3.1.2	MCU remains in good standing with regional accrediting body.
CT 1.3.2	Maintain and support certification processes for Accreditation of Joint Education (PAJE) and DOD requirements.
KPI 1.3.2.1	Task-specific implementation plan is resourced and on time.
KPI 1.3.2.2	MCU remains in good standing with Joint accrediting body.
CT 1.3.3	Pursue and manage additional certification and recognition of education and training programs.
KPI 1.3.3.1	Task-specific implementation plan is resourced and on time.
KPI 1.3.3.2	MCU has a clear common operating picture of all existing and proposed accreditation and credentialing programs.
KPI 1.3.3.3	MCU has a transparent and effective process for proposing, revising, prioritizing, and implementing accreditation and credentialing programs.
OBJECTIVE 1.4 LIFELONG LEARNING	
CT 1.4.1	Develop and offer individual professional development opportunities and continuing education programs to support lifelong learning and augment formal PME and training programs.
KPI 1.4.1.1	Task-specific implementation plan is resourced and on time.
KPI 1.4.1.2	Develop undergraduate and graduate credentialing programs in leadership for civilian workforce.
KPI 1.4.1.3	Program quality demonstrated by accreditation by appropriate body.
CT 1.4.2	Develop and make available material and opportunities to support command PME programs.
KPI 1.4.2.1	Task-specific implementation plan is resourced and on time.
KPI 1.4.2.2	Support material and opportunities support the needs of command PME programs.
CT 1.4.3	Develop moderated platforms that will enable organizations to develop their own training and education products and share them across the Marine Corps and other audiences, as appropriate.
KPI 1.4.3.1	Task-specific implementation plan is resourced and on time.
KPI 1.4.3.2	Digital resources are accessible and aligned to needs of stakeholders.
GOAL 2. ORGANIZATIONAL STRENGTH	
OBJECTIVE 2.1 COLLABORATIVE RELATIONSHIPS	
CT 2.1.1	Maintain, support, and assess governance dedicated to the interests of education and MCU activities to ensure well-informed decision-making with transparent and accountable execution of responsibilities.
KPI 2.1.1.1	Task-specific implementation plan is resourced and on time.

KPI 2.1.1.2	All MCU governance bodies are identified, procedures identified, interaction responsibilities identified, and these are periodically reviewed and updated.
KPI 2.1.1.3	Decision-making across MCU is informed by diverse governance activities that represent and support all MCU stakeholders.
CT 2.1.2	Develop, conduct, and assess activities that integrate and reinforce interaction and communication of ideas, issues, and solutions between all MCU institutions and directorates.
KPI 2.1.2.1	Task-specific implementation plan is resourced and on time.
KPI 2.1.2.2	Opportunities are identified and communicated to participants from all institutions and directorates to offer ideas, issues, and solutions to matters that effect MCU.
CT 2.1.3	Maintain and improve a system of knowledge management that promotes transparency supporting collaborative working relationships.
KPI 2.1.3.1	Task-specific implementation plan is resourced and on time.
KPI 2.1.3.2	Knowledge management systems are periodically evaluated for effectiveness in accurate information, accessibility, and support to all MCU activities.
CT 2.1.4	Annually evaluate MCU structure and ensure required skills reflect organizational needs.
KPI 2.1.4.1	Task-specific implementation plan is resourced and on time.
KPI 2.1.4.2	MCU structure (personnel numbers and skills) is analyzed per next-AY needs and recommended adjustments provided.
OBJECTIVE 2.2 ASSESSMENT	
CT 2.2.1	Identify, disseminate, and establish opportunities to implement assessment best practices and lessons learned across the university.
KPI 2.2.1.1	Task-specific implementation plan is resourced and on time.
KPI 2.2.1.2	Annual institutional effectiveness reports meet or exceed assessment quality standards.
KPI 2.2.1.3	Faculty and students perceive grading and assessment practices to be high quality.
CT 2.2.2	Amplify program evaluation and analytic capabilities to ensure decision makers have high quality information about learner needs, graduate preparedness, and evolving stakeholder requirements.
KPI 2.2.2.1	Task-specific implementation plan is resourced and on time.
KPI 2.2.2.2	Decision makers are satisfied with the quality and amount of information available.
KPI 2.2.2.3	Program evaluation approaches implement best practices from relevant disciplines and peer institutions.
CT 2.2.3	Implement an outcomes-based curriculum review process informed by evidence of outcomes achievement and teaching effectiveness.
KPI 2.2.3.1	Task-specific implementation plan is resourced and on time.
KPI 2.2.3.2	CCRBs/CRBs reflect evidence of data driven decision-making concerning teaching effectiveness and outcomes achievement for each student learning outcome.
CT 2.2.4	Automate and improve assessment data management and reporting processes.
KPI 2.2.4.1	Task-specific implementation plan is resourced and on time.
KPI 2.2.4.2	Automated processes reduce time and manpower required for reporting.
KPI 2.2.4.3	Automation opportunities are identified and prioritized.

OBJECTIVE 2.3 ACADEMIC, BUSINESS, AND OPERATIONS PROCESSES	
CT 2.3.1	Review, update, maintain, and publish policies, regulations, and procedures.
KPI 2.3.1.1	Task-specific implementation plan is resourced and on time.
KPI 2.3.1.2	MCU policies, regulations, and procedures are updated and accessible to all MCU stakeholders.
CT 2.3.2	Work collaboratively to improve academic, business, and operations processes and practices in support of institutional goals.
KPI 2.3.2.1	Task-specific implementation plan is resourced and on time.
KPI 2.3.2.2	Formal process improvement action is available and effective for all MCU institutions, directorates, and activities.
OBJECTIVE 2.4 RECRUIT, HIRE, RETAIN	
CT 2.4.1	Identify and implement best practices for recruitment and hiring of high-quality faculty and staff.
KPI 2.4.1.1	Task-specific implementation plan is resourced and on time.
KPI 2.4.1.2	High-quality candidates apply and are hired for faculty and staff job openings.
CT 2.4.2	Identify and implement incentives for retention of high-quality faculty and staff.
KPI 2.4.2.1	Task-specific implementation plan is resourced and on time.
KPI 2.4.2.2	High-quality faculty and staff are retained at the institution.
CT 2.4.3	Build and empower a workforce with diverse characteristics and experiences to work in an open and collaborative environment that provides the best possible education for learners.
KPI 2.4.3.1	Task-specific implementation plan is resourced and on time.
KPI 2.4.3.2	The full faculty and staff express satisfaction with the level of diversity of both employee characteristics and experiences.
KPI 2.4.3.3	The full faculty and staff express satisfaction with the openness and collaborative environment at MCU.
GOAL 3. Infrastructure and Technology	
OBJECTIVE 3.1 MCU FACILITIES	
CT 3.1.1	Periodically review and refine the MCU Facilities Master Plan, based on analysis of contemporary institutional use and needs, and considerations for future facilities requirements.
KPI 3.1.1.1	Task-specific implementation plan is resourced and on time.
KPI 3.1.1.2	MCU Facilities Master Plan is aligned to institutional needs.
CT 3.1.2	Ensure MCU facilities resource requirements are identified through Service and department fiscal processes and procedures.
KPI 3.1.2.1	Task-specific implementation plan is resourced and on time.
KPI 3.1.2.2	MCU facilities resource requirements are fully identified.
KPI 3.1.2.3	MCU facilities resource requirements are fully resourced.
CT 3.1.3	Execute the MCU Facilities Master Plan.
KPI 3.1.3.1	Task-specific implementation plan is resourced and on time.

OBJECTIVE 3.1 INFORMATION AND EDUCATION TECHNOLOGIES	
CT 3.2.1	Periodically review and refine the MCU IT/ET Master Plan, based on analysis of contemporary institutional use and needs, and considerations for future requirements.
KPI 3.2.1.1	Task-specific implementation plan is resourced and on time.
KPI 3.2.1.2	MCU IT/ET Master Plan is aligned to institutional needs.
CT 3.2.2	Ensure MCU IT/ET resource requirements are identified through Service and department fiscal processes and procedures.
KPI 3.2.1.1	Task-specific implementation plan is resourced and on time.
KPI 3.2.1.2	MCU IT/ET resource requirements are fully identified.
KPI 3.2.1.3	MCU IT/ET resource requirements are fully resourced.
CT 3.2.3	Implement the MCU IT/ET Master Plan, and ensure flexibility in execution based on current needs of schools, directorates, and institutions of MCU.
KPI 3.2.3.1	Task-specific implementation plan is resourced and on time.
CT 3.2.4	Ensure faculty, staff, and students have the ability to fully leverage available learning technology.
KPI 3.2.4.1	Task-specific implementation plan is resourced and on time.
KPI 3.2.4.2	MCU faculty, staff, and students are aware of what learning technologies are available for use in MCU activities.
KPI 3.2.4.3	Faculty, staff, and students are satisfied with the quantity, quality, and their own ability to employ learning technologies available to them.
GOAL 4. Faculty and Staff Development	
OBJECTIVE 4.1 FACULTY DEVELOPMENT	
CT 4.1.1	Provide professional development opportunities and experiences through a university-level program in areas of teaching, curriculum development, and scholarship.
KPI 4.1.1.1	Task-specific implementation plan is resourced and on time.
KPI 4.1.1.2	The full faculty, deans, and MCU leadership express satisfaction with university-level programming in areas of teaching, curriculum development, and scholarship.
CT 4.1.2	Create and deliver tailored faculty development opportunities for members based on faculty needs, as well as the unique needs of the college or school.
KPI 4.1.2.1	Task-specific implementation plan is resourced and on time.
KPI 4.1.2.2	School/directorate faculty development programs are regularly reviewed and assessed in order to ensure relevance and effectiveness.
KPI 4.1.2.3	Schools/directorates regularly promote opportunities to build professional standing and gain proficiency in effective teaching.
CT 4.1.3	Enable individual faculty to maintain and build professional standing in their fields and to gain proficiency in relevant and effective teaching techniques and activities.
KPI 4.1.3.1	Task-specific implementation plan is resourced and on time.
KPI 4.1.3.2	Faculty are supported to engage in activities to maintain and develop professional standing.
KPI 4.1.3.3	Faculty are supported to participate in activities that maintain and develop their skills in facilitating learning.

OBJECTIVE 4.2 STAFF DEVELOPMENT	
CT 4.2.1	Establish and periodically review requirements, policy, procedures, and resources for professional development of administrators and staff.
KPI 4.2.1.1	Task-specific implementation plan is resourced and on time.
KPI 4.2.1.2	A deliberate, periodic review process is established.
KPI 4.2.1.3	Administrators and staff are aware of and engage in professional development opportunities offered.
CT 4.2.2	Based on school or directorate needs, periodically assess skill and certification requirements, and facilitate tailored development opportunities for staff members.
KPI 4.2.2.1	Task-specific implementation plan is resourced and on time.
KPI 4.2.2.2	Skill and certification requirements are up-to-date and available to MCU staff members.
CT 4.2.3	Enable individual staff members to seek out and participate in professional growth opportunities to gain proficiency in associated position requirements and potential future duties.
KPI 4.2.3.1	Task-specific implementation plan is resourced and on time.
KPI 4.2.3.2	Individual staff members are able to seek out and participate in professional growth opportunities.
OBJECTIVE 4.3 ORGANIZATIONAL CONTEXT	
CT 4.3.1	Develop and manage a program for faculty and staff that ensures a shared understanding of the role of MCU-EDCOM and its PME and historical programs responsibilities in support of the broader Marine Corps.
KPI 4.3.1.1	Task-specific implementation plan is resourced and on time.
KPI 4.3.1.2	The faculty and staff share a common understanding of the roles of MCU in support of the broader Marine Corps.
CT 4.3.2	Provide opportunities to familiarize faculty and staff with the operating forces (and greater DOD) in order to build understanding of USMC/DOD capabilities and requirements.
KPI 4.3.2.1	Task-specific implementation plan is resourced and on time.
KPI 4.3.2.2	There are opportunities with the operating forces and greater DOD available for faculty and staff to observe or participate.
KPI 4.3.2.3	Opportunities with the operating forces and greater DOD help build a better understanding of these organizations' capabilities and requirements.
GOAL 5. Outreach, Partnership, Research, and Strategic Communication	
OBJECTIVE 5.1 UNIVERSITY OUTREACH	
CT 5.1.1	Provide opportunities and experiences through a university-level program that engage complex areas of study and national security issues requiring external engagement and collaboration that will enrich relationships and networks.
KPI 5.1.1.1	Task-specific implementation plan is resourced and on time.
KPI 5.1.1.2	MCU engagement opportunities (Speakers Bureau, Outreach Consortium, Visiting Fellows and Nonresident Fellows Program) add educational value to MCU programs and /or faculty development.
KPI 5.1.1.3	Leverage CMC Fellows Program to strengthen engagement with national security think tanks.
CT 5.1.2	Based on school or directorate needs and activities, enable external engagement and collaboration that addresses complex areas of study and national security issues and will enrich relationships and networks.

KPI 5.1.2.3	Nonresident fellows and extended network connects faculty and students with critical expertise not available within MCU.
CT 5.1.3	Enable individual faculty and staff to engage and collaborate with external agencies, departments, and academic institutions to address complex areas of study and national security issues and enrich relationships and networks.
KPI 5.1.3.1	Task-specific implementation plan is resourced and on time.
KPI 5.1.3.2	Collaborative efforts translate into faculty and/or student publications, educational program improvement, research, or advising that responds to USMC research priorities.
KPI 5.1.3.3	Funding and work time to support collaboration is prioritized as mission critical in annual budget submissions and performance plans and protected from cuts.
CT 5.1.4	Establish an MCU alumni program for students, faculty, and staff that will connect this distinguished U.S. and international network of professionals to enhance education opportunities and build further academic exchanges.
KPI 5.1.4.1	Task-specific implementation plan is resourced and on time.
KPI 5.1.4.2	Alumni tracking and communication is regularly reviewed and assessed in order to evaluate utility and effectiveness.
OBJECTIVE 5.2 PARTNERSHIP	
CT 5.2.1	Establish and maintain mutually beneficial long-term partnerships and activities with external audiences to enhance high-quality learning.
KPI 5.2.1.1	Task-specific implementation plan is resourced and on time.
KPI 5.2.1.2	Partnerships with NPS and other universities, think tanks, and outside entities add educational value to MCU programs, faculty development, or advising that responds to USMC research priorities.
CT 5.2.2	Based on school or directorate needs and activities, enable mutually beneficial partnerships with external institutions to enhance high-quality learning.
KPI 5.2.2.1	Task-specific implementation plan is resourced and on time.
KPI 5.2.2.2	Partnerships add educational value to MCU programs, faculty development, or advising that responds to USMC research priorities.
KPI 5.2.2.3	The Krulak Center facilitates collaboration partners from industry, interagency, sister Services, and partners and allies.
OBJECTIVE 5.3 RESEARCH	
CT 5.3.1	Maintain and update policies and processes that facilitate the ability of MCU's faculty, staff, and students to conduct research, write, publish, and present.
KPI 5.3.1.1	Task-specific implementation plan is resourced and on time.
KPI 5.3.1.2	MCU's policies and processes related to research, writing, publication, and presentation are accessible, understandable, and facilitate rather than inhibit activity within the limits of external policy and regulation.
KPI 5.3.1.3	When opportunities arise, MCU's faculty and staff PDs are revised to reflect requirements to conduct research, publish, and engage in service activities as appropriate to specific positions.
CT 5.3.2	Maintain and update policies and processes that facilitate the ability of MCU to accept and execute funds for sponsored projects.
KPI 5.3.2.1	Task-specific implementation plan is resourced and on time.
KPI 5.3.2.2	MCU's faculty and staff are able to accept and execute funds for internal and external sponsored projects within sponsor timelines.

CT 5.3.3	Enhance the university's recognition and promotion of accomplishments in the areas of research, publication, and presentation.
KPI 5.3.3.1	Task-specific implementation plan is resourced and on time.
KPI 5.3.3.2	MCU demonstrates the value it places on research, publications, presentations, and related academic accomplishments by featuring them on MCU's website and social media and recognizing them in other venues.
KPI 5.3.3.3	MCU's COMMSTRAT features research, publications, presentations, and related academic accomplishments that are aligned with core themes.
OBJECTIVE 5.4 STRATEGIC COMMUNICATION	
CT 5.4.1	Periodically review and update the Marine Corps University COMMSTRAT program, to include implementation of an assessment plan to evaluate program effectiveness.
KPI 5.4.1.1	Task-specific implementation plan is resourced and on time.
KPI 5.4.1.2	COMMSTRAT program is perceived to be effective.
CT 5.4.2	Communicate MCU key strategic themes and activities with internal and external audiences.
KPI 5.4.2.1	Task-specific implementation plan is resourced and on time.
KPI 5.4.2.2	Communications are distributed to a diverse audience.
GOAL 6. Preserve and Present Marine Corps History	
OBJECTIVE 6.1 COLLECT AND PRESERVE	
CT 6.1.1	Collect and provide responsible stewardship for collections and objects related to the history of the Marine Corps and individual Marines.
KPI 6.1.1.1	Task-specific implementation plan is resourced and on time.
KPI 6.1.1.2	Historical collection requirements (appropriateness, access, care, security, etc.) are fully identified.
CT 6.1.2	Identify, incorporate into holdings, preserve, and provide access to classified and unclassified relevant historical records in order to support research by Marine Corps historians, faculty and students, and the general public.
KPI 6.1.2.1	Task-specific implementation plan is resourced and on time.
KPI 6.1.2.2	Historical records requirements (appropriateness, access, care, security, etc.) are fully identified.
KPI 6.1.2.3	Historical records are accessible to researchers, as appropriate.
CT 6.1.3	Collect and preserve relevant open-access, scholarly research and historical publications in digital and physical storage to maintain permanent and published files of record.
KPI 6.1.3.1	Task-specific implementation plan is resourced and on time.
KPI 6.1.3.2	Relevant scholarly publications are fully identified.
KPI 6.1.3.3	Relevant scholarly publications are accessible to researchers, as appropriate.
OBJECTIVE 6.2 RESEARCH AND INTERPRET	
CT 6.2.1	Conduct collections-based research and share the results of that research through publications, exhibitions, and accessible public programming.
KPI 6.2.1.1	Task-specific implementation plan is resourced and on time.
KPI 6.2.1.2	Users perceive publications, exhibitions, and programming to be high quality.

KPI 6.2.1.3	Collections-based research is available to a broad audience.
CT 6.2.2	Conduct comprehensive examination of historical records in order to provide timely and accurate responses to official requests for information and relevant materials, to develop factually accurate definitive histories, monographs, occasional papers, battle studies, pamphlets, and journal articles, and to prepare unit lineage and honors.
KPI 6.2.2.1	Task-specific implementation plan is resourced and on time.
KPI 6.2.2.2	Responses to all official requests are comprehensive and timely.
KPI 6.2.2.3	Definitive histories are accurate and comprehensive.
KPI 6.2.2.4	Unit lineage and honors are timely and accurate.
CT 6.2.3	Inform and maintain awareness across a wide network of authors and readers about open-access publishing opportunities to interpret the history of the Marine Corps.
KPI 6.2.3.1	Task-specific implementation plan is resourced and on time.
KPI 6.2.3.2	Open-access publishing opportunities are widely disseminated.
OBJECTIVE 6.3 COMMUNICATE	
CT 6.3.1	Develop public-access exhibits and materials, and conduct educational programs for the public, including students, families, and educators to increase their knowledge of the history of the Marine Corps.
KPI 6.3.1.1	Task-specific implementation plan is resourced and on time.
KPI 6.3.1.2	Users perceive public-access exhibits, materials, and education programs to be high quality.
CT 6.3.2	Write the official history of the Marine Corps for publication, deliver unit lineage and honors certificates on a consistent recurring cycle, provide timely and accurate information to decision-makers, deliver presentations on Marine Corps history, and provide remote accessibility to digitized archival collections in order to inform, educate, and promote greater appreciation of Marine Corps history by Marines, other servicemembers, professional organizations, and the general public.
KPI 6.3.2.1	Task-specific implementation plan is resourced and on time.
KPI 6.3.2.2	The official history of the Marine Corps is widely disseminated and accessible.
CT 6.3.3	Establish and resource digital and print venues for scholars to communicate the history of the Marine Corps.
KPI 6.3.3.1	Task-specific implementation plan is resourced and on time.
KPI 6.3.3.2	Publication venues are used effectively.
KPI 6.3.3.3	Publication venues are established, resourced, and available.

ANNEX C

STRATPLAN CHANGE MATRIX

Implementation of the STRATPLAN is tracked and assessed, with progress reported on an annual basis. Based on these assessments and as circumstances or priorities change, existing tasks are accomplished, or new tasks are identified, recommendations are made via VPOP to the PPC to make in-stride updates to the plan. These updates to the plan are captured and maintained until such time as a new STRATPLAN is developed and approved.

The STRATPLAN Change Matrix provides a guide for assessing the impact of these changes, which will inform recommendations on how to incorporate them moving forward.

STRATEGIC PLAN ELEMENT					
Type of Change		Key Performance Indicator	Critical Task	Objective	Goal
Language	Administrative	Minor	Minor	Minor	Minor
	Substance/Intent	Minor	Moderate	Moderate	Substantive
Content	Mark Complete	Minor	Minor	Moderate	Moderate
	Add new	Minor	Moderate	Substantive	Substantive
	Delete	Minor	Moderate	Substantive	Substantive
Responsibility	Reporting	Minor	Minor	Minor	Minor
	Lead	Minor	Moderate	Moderate	Moderate

- Minor changes occur as part of the routine review and implementation of the STRATPLAN, with no impact on the overall intent or direction of the plan.
- Moderate changes impact STRATPLAN execution by modifying the substance, intent, or assigned responsibilities of key elements of the plan, but have limited impact on the overall intent and direction of the plan.
- Substantive changes involve modifications to, or expansion of, the nature and scope of the STRATPLAN's major component elements (goals or objectives), and significantly impact the overall intent and direction of the plan. Substantive changes may trigger a rewrite of the plan as a whole.



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