

# MARINE CORPS UNIVERSITY



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MARINE CORPS UNIVERSITY  
STRATEGIC PLAN  
2017–2022

Marine Corps University | 2076 South Street  
Quantico, VA 22134



# FOREWORD

The dedication of the John W. Warner Center for Advanced Military Studies and Brigadier General Edwin H. Simmons Marine Corps History Center at Marine Corps University (MCU) on 7 August 2015 created a stunning perspective—the vast new contemporary spaces offer the latest in technological innovation across from historic Breckinridge Hall. These structures serve as a visual metaphor for the commitment the Marine Corps has to education, one that honors the past while adapting to the future. This publication presents the strategic direction that will guide the next chapter of Marine Corps University’s history.

Marine Corps University is responsible for providing professional military education across the Marine Corps and beyond, to all branches of the United States armed forces, civilian interagency partners, and international military officers. Under the leadership of Training and Education Command (TECOM), Marine Corps Combat Development Command (MCCDC), Quantico, Virginia, MCU is focused on providing educational opportunities throughout the service of every Marine.

To do this, the university’s officer and enlisted resident programs, the College of Distance Education and Training (CDET), the Center for Advanced Operational Culture Learning (CAOCL), and the Lejeune Leadership Institute (LLI) work collaboratively to ensure the best options for continued professional growth are consistently available. Backing up the entire educational experience are MCU’s History Division (HD) and the National Museum of the Marine Corps (NMMC); these organizations preserve and promote the history of the Marine Corps.

This plan represents a bold outline for the future of Marine Corps University, one that honors the past as it embraces the challenges of educating and training students to succeed in uncertain and unpredictable security environments.





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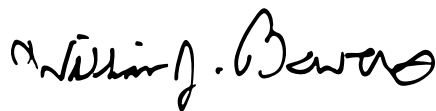
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# PRESIDENT'S STRATEGIC INTENT

Our 29th Commandant, General Al Gray, created Marine Corps University in 1989 to provide unity of effort to how we educate our Corps' most important asset and our lifeblood – our people. General Gray understood that while training can prepare Marines for the expected, education prepares them for the unexpected. Over the past 28 years, MCU has made remarkable strides in the accomplishment of these ideals: we are closer than ever to realizing General Gray's original vision of creating a world-class educational institution focused on the art and science of war-fighting. This strategic plan provides a roadmap for MCU leaders to follow in the continued pursuit of General Gray's intent, nested within the vision of our current Commandant, General Neller. In order to meet this intent, we will:

- 1) **Imprint our Corps' ethos and values into our students.** MCU's students will appreciate the process of the "Transformation" and how to sustain this in their people. They will ensure we remain disciplined war-fighters, most ready when the Nation is least ready.
- 2) **Expand how we think and write about employing naval expeditionary power in the future operating environment.** We will think more broadly, deeply, and holistically about how we will employ naval expeditionary power in the future.
- 3) **Personally and professionally develop leaders of character.** All programs at the MCU will work to produce educated and ethical leaders who possess selflessness, honesty, and moral courage.
- 4) **Improve our Corps' operational capability and warfighting effectiveness.** We must produce leaders capable of fighting with a maneuver warfare mindset in an expeditionary and amphibious environment.

We owe a debt of gratitude to those leaders whose efforts have led to this iteration of the strategic plan. We face challenging times and time is not on our side. To that end, all MCU leaders will proceed with implementation of this strategic plan and to be prepared to innovate and adapt moving forward. Continue to march!



**William J. Bowers**

Brigadier General, U.S. Marine Corps  
Commanding General, Education Command  
President, Marine Corps University  
11 August 2017



# STRATEGIC OVERVIEW

**INTRODUCTION.** Marine Corps University is resolute in its commitment to providing a dynamic professional military education (PME) experience that supports the growth of its learners. The *MCU Strategic Plan* is a foundational document developed to guide the university into the future.

**PURPOSE.** The Marine Corps relies on Marine Corps University to guide the long-term direction of PME. Our role as leaders is to develop a *Strategic Plan* that enables the university to educate and train our learners to anticipate future threats with courage, judgment, and creative energy. Guided by the Marine Corps University's mission, vision, strategic goals, and supporting objectives, this is a living document that places the university on a common trajectory.

**PLANNING PROCESS.** At the direction of the MCU President, the Vice President of Education Integration, Operations, and Plans (VPEIOP) led an integrated planning effort to develop the *Strategic Plan* to a level of detail never before attempted at the university. Working from the approved strategic goals and supporting objectives, the Strategic Plan Working Group (SPWG) developed the critical tasks and related key performance indicators necessary to achieve the objectives. This effort was nested with the strategic planning products of the university's higher headquarters, to include the *Force Development Strategic Plan* published by the Commanding General, Marine Corps Combat Development Command (MCCDC) and the *Training and Education Command Strategic Plan* published by the Commanding General, Training and Education Command (TECOM). Additionally, those actions necessary to adapt PME to meet the requirements contained within the *Marine Corps Operating Concept* (MOC) were also included. The SPWG deliverables were approved by the MCU President within the context of the President's Planning Council (PPC), which serves as the governing authority over the strategic planning process. Annex A (Objective-to-Task Matrix) summarizes the approved planning deliverables.

**1. Mission.** MCU/EDCOM delivers Professional Military Education and training through resident and distance learning programs, while also preserving and presenting the history of the Marine Corps, in order to prepare leaders to meet current and future security challenges and inform the public of the service's role in national defense.

**2. Vision Statement.** Advance the legacy of Marine Corps warfighting excellence through a forward-thinking military academic institution that delivers world-class education to develop professional leaders.



**3. Strategic Goals.** The ideals expressed in the mission and vision are realized in the stated goals of the strategic plan. These goals identify five major areas of focus for the commitment of intellectual, economic, and physical resources to ensure achievement: professional learning, organizational strength, infrastructure and technology, faculty and staff development, and university outreach.

- **Goal 1.** Conduct education and training to develop professionally competent 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 teaching excellence, scholarship, and the sharing of knowledge. (*Faculty and Staff Development*)
- **Goal 5.** Leverage MCU’s scholarship, research, publishing, stewardship, learning opportunities, and conferencing capabilities in order to strengthen the MCU brand and to support the Marine Corps, the broader national security audience, and the public. (*University Outreach*)

**EXECUTION OF THE PLAN.** Execution of the *Strategic Plan* requires action and collaboration across institutional and interdisciplinary boundaries. As noted, the SPWG developed the critical tasks and key performance indicators that will “operationalize” the plan and enable leaders to actively assess progress and make informed decisions to adapt the plan during implementation. Further, the SPWG developed the key milestones and deliverables that will frame the implementation effort. Annex B (Strategic Plan Implementation) summarizes the approved implementation milestones and deliverables. 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 *Strategic Plan* is embedded in Marine Corps University’s ongoing operations as a living document supporting the achievement of ambitious, yet attainable, goals.

# STRATEGIC GOAL ONE

## 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 Marine Corps University are designed to prepare learners to grow 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. (*VPAA Lead*)

**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** Maintain regional master's and joint accreditation for applicable programs, provide certified and recognized resident and nonresident PME and training programs, and support opportunities for Marines to earn college or vocational credits.

**Objective 1.4** Improve the application of learning technology to enhance curricula, learning, research, and collaboration.

# STRATEGIC GOAL TWO

## ORGANIZATIONAL STRENGTH

**INTRODUCTION.** Marine Corps University’s ability to achieve the goals and objectives contained in this *Strategic Plan* 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, an organizational culture that emphasizes 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. (*VPEIOP Lead*)

**Objective 2.1** Ensure the organizational structure promotes collaborative relationships among MCU schools and staff directorates.

**Objective 2.2** Improve the culture of self-assessment across the university with an emphasis on recognizing high performers.

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

**Objective 2.4** Recruit and retain top quality faculty and staff in order to provide a rigorous and creative learning environment.

# STRATEGIC GOAL THREE

## 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 Warner Center has ushered in a new era in digital pedagogical tools, which faculty have begun to incorporate into their curriculum. This momentum will only accelerate as the availability of the full spectrum of hardware and software brings MCU to full stride in both residential and distance education. Infrastructure initiatives continue to drive efforts to create a learning environment in which students can devote full attention to the goals of achieving 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. (*VPBA Lead*)

**Objective 3.1** Refine, resource, and implement the *MCU Facilities Master Plan* to provide facilities that enhance curricula, learning, research, and collaboration.

**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.

# STRATEGIC GOAL FOUR

## FACULTY AND STAFF DEVELOPMENT

**INTRODUCTION.** Faculty provides the vision necessary to the intellectual vibrancy and academic rigor of Marine Corps University. 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 upon which all university functions rely. 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.

### **GOAL 4:** Faculty and Staff Development

Strengthen faculty and staff development opportunities in order to promote teaching excellence, scholarship, and the sharing of knowledge. (*VPAA Lead*)

**Objective 4.1** Create and deliver faculty development programs tailored to the specific and evolving requirements of instructors in order to ensure top quality teaching and scholarship.

**Objective 4.2** Facilitate and coordinate external funding opportunities in order to more efficiently fund research and knowledge development.

**Objective 4.3** Provide increased exposure for faculty and staff to operating forces (and greater DOD) in order to build understanding of USMC/DOD capabilities and requirements.

**Objective 4.4** Provide training and development programs for administrators and staff in order to ensure effectiveness of MCU institutions and appropriate oversight of programs.

**Objective 4.5** Leverage and share expertise across MCU in order to enhance teaching, scholarship, and organizational effectiveness.

# STRATEGIC GOAL FIVE

## UNIVERSITY OUTREACH

**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.

Outreach activities also enhance the broader national security community's and public's understanding of and access to MCU expertise. To share the expertise of its diverse faculty through community engagement, MCU strives to be a center of scholarly thought, discourse, and intellectual resources on a broad range of topics, theories, and concepts related to the role the Marine Corps has played in national security and foreign affairs.

### **GOAL 5:** University Outreach

Leverage MCU's scholarship, research, publishing, stewardship, learning opportunities, and conferencing capabilities in order to strengthen the MCU brand and to support the Marine Corps, the broader national security audience, and the public. (*VPDL Lead*)

**Objective 5.1** Leverage TECOM/MCU and external agency expertise and educational technologies to develop and offer continuing education, training, and resources that will supplement formal PME and training programs.

**Objective 5.2** Strengthen opportunities for faculty and students to research, write, present, and publish on a variety of security, education, and academic topics.

**Objective 5.3** Make library, archives, and museum holdings more widely accessible to promote a greater understanding of the role of the Marine Corps in United States and world history.

**Objective 5.4** Provide and promote opportunities for faculty, staff, students, and schools to share their expertise and to develop mutually beneficial relationships and activities with external audiences.





Photo by Cpl. Samantha Braun

# CONCLUSION

Ultimately, the purpose of this Strategic Plan is to guide Marine Corps University's leaders as we strive to deliver a world-class education to our students and ensure that they are prepared to meet both current and future security challenges. It is not meant to be a comprehensive listing of the University's many programs and initiatives, rather, it represents the shared aspirations that guide us as we enter the next chapter of our history. Under the direction of the President's Planning Council, the collaborative methods used to create the Strategic Plan will be employed in its continued review and refinement. Thus, the Strategic Plan provides a stable, unified vision that nevertheless remains open to new inputs during implementation.

# 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, critical task, and key performance indicator 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 *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	KPI	Description	Lead
1				<b>Professional Learning: Conduct education and training to develop professionally competent individuals who think critically and solve complex problems creatively in a dynamic environment.</b>	VPAA
	1.1			<b>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.</b>	VPAA
		1.1.1		Maintain a PME continuum that aligns with USMC educational requirements.	VPAA
			1.1.1.1	PME Rank Advocates (RAs) incorporate total force input into curricula.	PME RA
			1.1.1.2	Language, Regional Expertise, and Culture (LREC) requirements and content are developed and implemented.	CAOCL
			1.1.1.3	PME continuum reviewed, aligned, and published biennially.	VPAA
		1.1.2		Improve processes to analyze PME programs’ effectiveness in equipping graduates for assignments of greater responsibility.	VPEIOP
			1.1.2.1	Indirect measures provide meaningful data for credible assessment of program outcomes.	VPEIOP
		1.1.3		Adjust curricula as needed in accordance with data-based assessment of effectiveness in meeting outcomes.	VPAA
			1.1.3.1	Program Course Content Review Boards (CCRBs) reflect linkage between assessment data and proposed curricula changes.	VPAA
			1.1.3.2	Ensure programs and context are consistent with applicable Marine Corps LREC requirements.	VPAA/ CAOCL
	1.2			<b>Provide training, education, and resources that inspire and sustain leadership excellence within the Marine Corps total force.</b>	VPAA
		1.2.1		Identify and develop resources to address USMC leadership requirements.	LLI

			1.2.1.1	Leadership development curricula are sustained throughout PME programs.	VPAA
			1.2.1.2	Leadership development digital resources increasingly accessed by the total force.	LLI
			1.2.1.3	Commandant's Professional Reading List (CPRL) is validated and published biennially.	LLI
			1.2.1.4	Increased external requests for resources and training.	LLI
	<b>1.3</b>			<b>Maintain regional master's and joint accreditation for applicable programs, provide certified and recognized resident and nonresident PME and training programs, and support opportunities for Marines to earn college or vocational credits.</b>	<b>VPAA</b>
		1.3.1		Institutionalize regional accreditation requirements throughout the university.	VPAA
			1.3.1.1	Accreditation requirements are incorporated into MCU's planning and evaluation processes.	VPEIOP
			1.3.1.2	Quality Enhancement Plan implemented and progress reported annually in accordance with SACS 5-year interim report requirements.	VPAA
		1.3.2		Support Process Accreditation of Joint Education (PAJE) requirements in MCWAR, CSC, and CDET.	VPAA
			1.3.2.1	OPMEP faculty-student ratio and demographic requirements are met each academic year.	VPAA/VPBA
			1.3.2.2	MCWAR, CSC, and CSCDEP programs achieve PAJE reaccreditation.	VPAA
		1.3.3		Investigate additional certification and recognition of education and training programs.	VPAA
			1.3.3.1	American Council on Education's Military Program's recommendation for college credit(s) for nondegree programs are obtained or updated.	VPAA
			1.3.3.2	Course descriptions are promulgated to support external institution articulation of MCU courses.	VPAA
			1.3.3.3	Enlisted Professional Development and Enhancement Working Group's efforts to develop MOS-to-degree tracks are supported.	VPAA
			1.3.3.4	CDET articulation agreements with regionally accredited institutions for master's degree credit are maintained.	VPDL
	<b>1.4</b>			<b>Improve the application of learning technology to enhance curricula, learning, research, and collaboration.</b>	<b>VPAA</b>
		1.4.1		Ensure faculty, staff, and students have the ability to fully leverage available learning technology.	VPDL
			1.4.1.1	Faculty, staff, and student new join orientation and development sessions include technology usage training.	VPDL
			1.4.1.2	Curricula and grades are electronically developed, designed, delivered, and administered.	VPDL
			1.4.1.3	Online searchable repository of faculty and student research is developed or acquired.	GRC
			1.4.1.4	An ET Working Group, which identifies and links faculty ET requirements with available and emerging technologies, is created.	VPAA

2				<b>Organizational Strength: Develop and maintain an effective, transparent, collaborative, and responsive organizational structure in order to foster a culture of continuous learning and improvement.</b>	<b>VPEIOP</b>
	2.1			<b>Ensure the organizational structure promotes collaborative relationships among MCU schools and staff directorates.</b>	<b>VPEIOP</b>
		2.1.1		Establish a system of knowledge management that promotes transparency supporting collaborative working relationships.	VPBA
			2.1.1.1	A comprehensive <i>MCU Organizational Handbook</i> that includes org charts and directories is created.	VPBA
			2.1.1.2	A knowledge management portal using a Marine Corps-approved digital resource is developed.	VPDL
		2.1.2		Conduct annual assessment of MCU structure as well as ensure required skills reflect organizational needs.	VPBA
			2.1.2.1	MCU/EDCOM tables of organization reviewed to ensure accuracy and appropriate alignment with mission requirements.	VPBA
			2.1.2.2	Changes and/or shortfalls are identified via appropriate channels.	VPBA/ VPEIOP
	2.2			<b>Improve the culture of self-assessment across the university with emphasis on recognizing high performers.</b>	<b>VPEIOP</b>
		2.2.1		Establish opportunities to support faculty and staff's deeper understanding and implementation of organizational self-assessment.	VPEIOP
			2.2.1.1	Marine Corps University Annual Institutional Research, Assessment and Planning (IRAP) Plan is disseminated and understood.	VPEIOP
			2.2.1.2	Feasibility of introducing institutional effectiveness capabilities into the knowledge management system is examined and potential solutions implemented.	VPEIOP
		2.2.2		Develop a means to identify, disseminate, and implement institutional effectiveness best practices and lessons learned across the university.	VPEIOP
			2.2.2.1	An IE Working Group, which fosters implementation of a collaborative model of IE across institutional boundaries, is created.	VPEIOP
	2.3			<b>Develop and publish effective and efficient academic and business processes in order to better serve faculty and staff needs.</b>	<b>VPEIOP</b>
		2.3.1		Review, update, maintain, and publish policies, regulations, and procedures.	VPAA/VPBA
			2.3.1.1	Academic and business regulations are annually validated.	VPAA/VPBA
			2.3.1.2	Faculty and student handbooks are maintained for currency.	VPAA/VPBA
			2.3.1.3	Policies and procedures are maintained in a single repository to facilitate ease of access/modification.	VPAA/VPBA
		2.3.2		MCU schools and directorates collaboratively assess academic and business processes in support of institutional goals.	VPEIOP
			2.3.2.1	A Quality Process Improvement Board (QPIB), which fosters a collaborative effort of process improvement, is implemented.	VPEIOP

			2.3.2.2	Knowledge management system is used to identify problem areas and collect and receive suggested solutions.	VPAA/VPBA
	<b>2.4</b>			<b>Recruit and retain top quality faculty and staff in order to provide a rigorous and creative learning environment.</b>	<b>VPEIOP</b>
		2.4.1		Identify and implement incentives for retention of top quality faculty and staff.	VPBA
			2.4.1.1	Internal factors that influence the retention of top quality faculty and staff are identified and appropriate actions are implemented.	VPBA
			2.4.1.2	External factors that influence the retention of top quality faculty and staff are identified and appropriate actions are implemented.	VPBA
		2.4.2		Identify and implement suitable best practices for recruitment of top quality faculty and staff.	VPBA
			2.4.2.1	Best practices are collected and implemented from within MCU.	VPBA
			2.4.2.2	Best practices are collected and implemented from external institutions.	VPBA
<b>3</b>				<b>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.</b>	<b>VPBA</b>
	<b>3.1</b>			<b>Refine, resource, and implement the <i>MCU Facilities Master Plan</i> to provide facilities that enhance curricula, learning, research, and collaboration.</b>	<b>VPBA</b>
		3.1.1		Execute the <i>MCU Facilities Master Plan</i> .	VPBA
			3.1.1.1	Naval Audit Service reviews received and approved.	VPBA
			3.1.1.2	Congressional approval for MCU MILCON obtained.	VPBA
			3.1.1.3	<i>MCU Facilities Master Plan</i> validated with the PPC biannually.	VPBA
			3.1.1.4	MCU Facilities Working Group established to inform resourcing requirements and recommended adjustments to <i>Facilities Master Plan</i> .	VPBA
	<b>3.2</b>			<b>Acquire and implement cutting-edge information and education technologies based upon industry, DOD, and civilian university enterprise architecture best practices.</b>	<b>VPBA</b>
		3.2.1		Develop and implement the <i>MCU IT/ET Master Plan</i> that facilitates innovative learning environments across the globe.	VPDL
			3.2.1.1	Best practices are collected and implemented from external institutions as appropriate.	VPDL
			3.2.1.2	Technologies available to address requirements are identified.	VPDL
			3.2.1.3	Identified technologies are validated to be operable within existing resources prior to acquisition.	VPDL
			3.2.1.4	<i>MCU IT/ET Master Plan</i> validated with the PPC biannually.	VPDL
<b>4</b>				<b>Faculty and Staff Development: Strengthen faculty and staff development opportunities in order to promote teaching excellence, scholarship, and the sharing of knowledge.</b>	<b>VPAA</b>

	4.1			<b>Create and deliver faculty development programs tailored to the specific and evolving requirements of instructors in order to ensure top-quality teaching and scholarship.</b>	VPAA
		4.1.1		Identify specific and evolving faculty professional development requirements.	VPAA
			4.1.1.1	Desired faculty development topics identified and provided to the faculty development coordinator in sufficient time to resource for the following year.	VPAA
			4.1.1.2	<i>MCU/School Faculty Development Plans</i> published in sufficient time to resource for the following year.	VPAA/Directors
			4.1.1.3	Professional Development Offsite (PDO) options and opportunities understood and executed.	VPAA/Directors
		4.1.2		Conduct a new faculty MCU orientation and development session annually, as well as MCU-wide and school specific refreshers and development sessions for all faculty throughout the academic year.	VPAA
			4.1.2.1	All new faculty attend orientation during annual faculty development conference.	VPAA
			4.1.2.2	Faculty development surveys indicate at least 80 percent satisfaction.	VPAA
	4.2			<b>Facilitate and coordinate external funding opportunities in order to more efficiently fund research and knowledge development.</b>	VPAA
		4.2.1		Explore a “sponsored projects” capability to manage external funding opportunities.	VPAA
			4.2.1.1	Other PME institutions’ best practices are examined and adopted as appropriate.	VPAA
			4.2.1.2	Appropriate contracting mechanisms are identified.	VPBA
			4.2.1.3	Policies and procedures to utilize grants and similar external funding opportunities are developed and implemented.	VPAA/VPBA
			4.2.1.4	Resources necessary to develop a “sponsored projects” capability are identified and sourced.	VPAA/VPBA
	4.3			<b>Provide increased exposure for faculty and staff to operating forces (and greater DOD) in order to build understanding of Marine Corps/DOD in capabilities and requirements.</b>	VPAA
		4.3.1		Identify engagement opportunities that progressively increase faculty and staff understanding of the Marine Corps, military services, DOD, and the national security environment.	VPAA/VPEIOP
			4.3.1.1	Faculty and staff participate in recurring engagement activities, as appropriate.	VP's/ Directors
			4.3.1.2	Increased faculty participation in Regional Security Education Program (RSEP) and similar programs.	VP's/ Directors
			4.3.1.3	Engagement opportunities incorporated into <i>MCU/School Faculty Development Plans</i> , as appropriate.	VPAA/ Directors
	4.4			<b>Provide training and development programs for administrators and staff in order to ensure effectiveness of MCU institutions and appropriate oversight of programs.</b>	VPAA

		4.4.1		Develop a professional development plan for senior leadership to increase understanding of university functions.	VPAA
			4.4.1.1	New leader’s orientation program developed and administered for new directors annually as part of MCU summer Faculty Development Conference.	VPAA/VPBA
			4.4.1.2	All MCU vice presidents attend SACSCOC annual conference at least once every five years and program directors at least once during their respective tours in support of reaffirmation cycles.	VPAA
			4.4.1.3	Professional development plans include opportunities for senior leaders to attend university administration/leadership courses.	VPAA/LLI
	4.5			<b>Leverage and share expertise across MCU in order to enhance teaching, scholarship, and organizational effectiveness.</b>	<b>VPAA</b>
		4.5.1		Create a coordination mechanism to identify required academic expertise for pending curricula requirements and link to available MCU faculty.	VPEIOP
			4.5.1.1	Curricula schedules are shared/reviewed to identify gaps, as required.	VPEIOP/ Directors
			4.5.1.2	Increased coordination/utilization of internal MCU subject matter experts to meet curricula requirements.	VPAA/Directors
5				<b>University Outreach: Leverage MCU’s scholarship, research, publishing, stewardship, learning opportunities, and conferencing capabilities in order to strengthen the MCU brand and to support the Marine Corps, the broader national security audience, and the public.</b>	<b>VPDL</b>
	5.1			<b>Leverage TECOM/MCU and external agency expertise and educational technologies to develop and offer continuing education, training, and resources that will supplement formal PME and training programs.</b>	<b>VPDL</b>
		5.1.1		Develop and offer regional and global continuing education programs that act as precursors, adjuncts, and postgraduate follow-ons to formal PME and training programs.	VPDL
			5.1.1.1	Local programs are developed, taking advantage of local resources to offer voluntary participants the opportunity to go deeper than required PME and training.	VPDL
			5.1.1.2	Identify and implement initiatives for EDCOM to support unit-level PME and individual professional development initiatives.	LLI
			5.1.1.3	Review and update the Commandant’s Professional Reading List (CPRL) on a biennial basis.	LLI
		5.1.2		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
			5.1.2.1	Established training and education video-sharing capabilities are enhanced to make more content available from and across the enterprise.	VPDL
			5.1.2.2	Content management system (CMS) procured to enable development and sharing of digital content across the enterprise.	VPDL



		5.1.3		Collaborate with language, regional expertise, and cultural (LREC) centers of excellence within the broader DOD and civilian communities in order to provide training, education, and resources that build and maintain Marines' LREC capabilities.	CAOCL
			5.1.3.1	USMC LREC Strategy 2016–2020 is executed.	CAOCL
			5.1.3.2	MCU/CAOCL participates in the semiannual OSD/DLNSEO (Defense Language and National Security Education Office) Culture Coordination Committee meetings and other LREC community of interest events.	CAOCL
	5.2			<b>Strengthen opportunities for faculty and students to research, write, present, and publish on a variety of security, education, and academic topics.</b>	<b>VPDL</b>
		5.2.1		Maintain and expand university resources and expertise in order to improve awareness of and remote access to those resources.	HD
			5.2.1.1	MCU websites maintained and updated as required.	VP's/Directors
			5.2.1.2	Faculty and students are aware of research opportunities at History Division and the Museum.	HD
			5.2.1.3	Faculty, students, and staff are aware of opportunities and policies for research involving data gathering from human participants or subjects, such as interviews, surveys, and observation.	VPEIOP
			5.2.1.4	Experts from affiliate programs are engaged in the full range of university academic activities including student research and theses, editorial boards, and electives.	Directors
		5.2.2		Research, write, and publish on a variety of topics that relate to national security in order to promote a greater understanding of the Marine Corps' role in U.S. and world history.	HD
			5.2.2.1	Faculty and students are aware of goals, purpose, deadlines, and editor contact information for all MCU publications.	HD/VPAA
			5.2.2.2	Faculty and students are aware of the goals, purposes, deadlines, and editor contact info of external professional publications, moderated digital content platforms, and scholarly journals.	HD
	5.3			<b>Make Library, Archive, and Museum holdings more widely accessible to promote a greater understanding of the role of the Marine Corps in United States and world history.</b>	<b>VPDL</b>
		5.3.1		Attend and host professional conferences to promote a greater understanding of the role of the Marine Corps in United States and world history.	GRC/HD
			5.3.1.1	The conference policy is streamlined so that the president can approve attendance at the various professional conferences.	VPBA
			5.3.1.2	Presentations to professional groups are prepared and delivered.	GRC/HD
		5.3.2		Conduct public outreach events away from MCU, NMMC.	NMMC
			5.3.2.1	Public outreach delivered at external events in order to highlight the role of Marines in history.	NMMC/VPAA
			5.3.2.2	Opportunities to expand formats for increased accessibility to Library, Archive, and Museum holdings are explored.	NMMC/HD/GRC

	5.4			<b>Provide and promote opportunities for faculty, staff, students, and schools to share their expertise and to develop mutually beneficial relationships and activities with external audiences.</b>	VPDL
		5.4.1		Collaborate with other museums in the development and presentations of exhibits.	NMMC
			5.4.1.1	Mutually beneficial loans and programming are created with external partners.	NMMC
			5.4.1.2	Command museums are supported with counsel, design review, responses to research queries, guidance, shared resources, and command visits.	NMMC
			5.4.1.3	Publishing agreements with external agencies are maintained.	HD
		5.4.2		Strengthen professional relationships with sister Service, joint, and civilian institutions to develop a shared understanding of each other's programs, discuss methods of instruction, and share best practices.	VPAA/Directors
			5.4.2.1	Relationships with other PME institutions, museums, history departments, and archives are maintained by participating in appropriate conferences.	Directors
		5.4.3		Provide and promote opportunities for faculty, staff, and students to shape and share their academic and professional disciplines and to develop collaborative relationships.	VPAA
			5.4.3.1	Increase usage of Speakers Bureau is observed.	VPAA
			5.4.3.2	Increase in faculty, staff, and students service in professional associations is observed.	VPAA
		5.4.4		Engage other PME institutions in discussion for development of a society/association of professional military educators as an opportunity to increase Service school collaboration.	Faculty Council
			5.4.4.1	Interest and ideas of faculty and staff of other PME institutions determined relative to this society/association.	Faculty Council
			5.4.4.2	If warranted, measures regarding establishment of this society/association are taken.	Faculty Council

# ANNEX B

## STRATEGIC PLAN IMPLEMENTATION

**Overview.** In keeping with the President’s guidance, the approved implementation framework relies heavily on the Vice Presidents who are designated as leads for the respective strategic goals. Goal leads are responsible for coordinating and supervising implementation actions for their strategic goal(s), to include assessment and reporting. They are free to determine how best to proceed in that regard, to include designation of additional planning groups to identify actions or “subtasks” required to achieve each critical task, identification of resources, and related timing (within the five-year planning window). Schools and directorates will participate in these efforts, while at the same time maintaining the focus of their faculty and staff on execution of their academic mission. The implementation framework seeks to invest an appropriate amount of effort and energy into the execution, monitoring, and reporting of progress of the institution’s strategic plan, without creating an overly burdensome and unwieldy process. Going forward, the process can and will be adjusted and improved upon as lessons are learned.

**Unified Action.** Goal leads will need considerable support from across the staff and from the schools in the execution of this implementation framework. To assist in this regard, a responsibility matrix is provided below. This matrix clearly delineates roles and responsibilities across MCU and will facilitate an integrated implementation effort.

**Assessment & Reporting.** Similar to existing director’s reports, assessment will be reported on an academic year (AY) basis using Four Column Matrices (4-CM) supported by a narrative description of progress and any recommended changes going into the next reporting period. The development of these reports will be the responsibility of the designated goal lead. These reports may reference the annual reports of a given academic or academic support unit in those cases where these reports and/or 4-CMs do address portions of the reporting requirement.

**Key Milestones: Implementation Year 1.** The following planning and reporting milestones will apply to implementation year one of the *Strategic Plan*.

Date	Event	Lead
Jun–Sep 2017	Goal-Level Implementation Planning: Goal leads conduct planning to identify actions or subtasks required to achieve each critical task.	Goal Leads
1 Oct 2017	Roll-Up 4-CM Submission: Critical task (CT) leads provide the goal lead with the first two columns of their roll-up 4-CMs. Rows may be populated using existing outcomes, by modifying existing outcomes, or by creating new outcomes. At a minimum, each key performance indicator (KPI) will be represented as a row within the roll-up 4-CM.	CT Leads

15 Jun 2018	Critical Task Progress Reports: CT leads submit progress reports to the goal lead for the reporting period. Progress reports will include a roll-up 4-CM (including the last two columns) and a narrative overview of the progress in accomplishing the critical task, as well as any recommendations for the following AY. CT leads will obtain inputs from their respective KPI leads, as appropriate.	CT Leads
15 Jul 2018	Goal Lead Annual Strategic Plan Reports: Goal leads compile all critical task assessments and reports and submit an annual <i>Strategic Plan Report</i> with completed 4-CMs to Director, IRAP/VPEIOP.	Goal Leads
15 Aug 2018	Strategic Plan Executive Report: Director, IRAP/VPEIOP aggregates all <i>Strategic Plan Reports</i> and submits the <i>Strategic Plan Executive Report</i> to the President, Marine Corps University.	VPEIOP
Sep 2018	Fall President's Planning Council: <i>Strategic Plan</i> implementation results and recommendations are briefed at the fall PPC. In addition to progress achieved, recommendations may include adjustments to previously approved strategic plan elements.	President/PPC

**Key Milestones: Subsequent Implementation Years.** The following planning and reporting milestones will apply to implementation year two. These implementation milestones are iterative in that they also apply to subsequent implementation years. These milestones may be adjusted as part of the annual review process.

**UPDATED MILESTONES APPROVED 13-JUN-19**

<b>Date</b>	<b>Event</b>	<b>Lead</b>
May 19	Spring PPC: Strategic Plan implementation results and recommendations are briefed at the PPC (not briefed in Fall 2018), as well as adjustments contained in the Executive Report Addendum.	President/PPC
15 Jul 19	Key Performance Indicator (KPI) Reports to Critical Task Leads	KPI Leads
15 Aug 19	Critical Task Progress Reports to Goal Leads	CT Leads
15 Sep 19	Goal Lead Strategic Plan Reports to VPOP/IRAP. In addition to progress achieved, reports will identify adjustments to objectives and/or critical tasks necessary to accommodate new initiatives, guidance, or tasks, as well as other changes to the strategic environment.	Goal Leads
15 Sep 19	President's Assessment Report published	IRAP
15 Oct 19	Strategic Plan Executive Report published; summary of progress and recommendations, to include adjustments necessary to align with the new TECOM Strategic Plan and other guidance.	VPOP
Oct-Nov 2019	Fall PPC: Strategic Plan implementation results and recommendations are briefed at the PPC.	President/PPC
Nov-Dec 2019	Goal-level implementation planning, as required. Goal Leads conduct detailed planning to support approved adjustments.	Goal Leads
Jan 2020	Revised MCU Strategic Plan published, as required. Depending on the scope of adjustments approved by the CG EDCOM/President MCU at the Fall PPC, VPOP may either publish a new plan or promulgate changes and/or revised annexes to the existing plan.	VPOP
31 Jan 20	Roll-Up 4-CM Submission (first two columns) to Goal Leads	CT Leads
Apr 2020	Strategic Plan Executive Report Addendum published, if required	VPOP
Apr-May 2020	Spring PPC: Strategic Plan implementation IPR. Includes adjustments or guidance for the next end-of-cycle strategic reporting process.	President/PPC

L= Lead (Primary accountability for full execution and achievement of Goal/Objective/Critical Task/  
Key Performance Indicator)

S= Support (Responsible for directly supporting the development, execution and achievement)

<b>Goal 1: Professional Learning:</b> Conduct education and training to develop professionally competent individuals who think critically and solve complex problems creatively in a dynamic environment. (VPAA Lead)	
<b>Objective 1.1:</b> 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.	
	<b>Critical Task 1.1.1:</b> Maintain a PME continuum that aligns with USMC educational requirements. (VPAA)
	<b>KPI 1.1.1.1:</b> PME Rank Advocates (RAs) incorporate Total Force input into curricula. (PME Rank Advocates)
	<b>KPI 1.1.1.2:</b> Language, Regional Expertise, and Culture (LREC) requirements and content are developed and implemented. (CAOCL)
	<b>KPI 1.1.1.3:</b> PME Continuum reviewed, aligned, and published biennially. (VPAA)
	<b>Critical Task 1.1.2:</b> Improve processes to analyze PME programs' effectiveness in equipping graduates for assignments of greater responsibility. (VPEIOP)
	<b>KPI 1.1.2.1:</b> Indirect measures provide meaningful data for credible assessment of Program Outcomes. (VPEIOP)
	<b>Critical Task 1.1.3:</b> Adjust curricula as needed in accordance with data-based assessment of effectiveness in meeting outcomes. (VPAA)
	<b>KPI 1.1.3.1:</b> Program Course Content Review Boards reflect linkage between assessment data and proposed curricula changes. (VPAA)
	<b>KPI 1.1.3.2:</b> Ensure programs and content are consistent with applicable Marine Corps LREC requirements. (VPAA/CAOCL)
<b>Objective 1.2:</b> Provide training, education, and resources that inspire and sustain leadership excellence within the Marine Corps Total Force.	
	<b>Critical Task 1.2.1:</b> Identify and develop resources to address USMC leadership requirements (LLI)
	<b>KPI 1.2.1.1:</b> Leadership development curricula is sustained throughout PME programs. (VPAA)
	<b>KPI 1.2.1.2:</b> Leadership development digital resources increasingly accessed by the Total Force. (LLI)
	<b>KPI 1.2.1.3:</b> Commandant's Professional Reading List is validated and published biennially. (LLI)
	<b>KPI 1.2.1.4:</b> Increased external requests for resources and training. (LLI)
<b>Objective 1.3:</b> Maintain regional master's and joint accreditation for applicable programs, provide certified and recognized resident and non-resident PME and training programs, and support opportunities for Marines to earn college or vocational credits.	
	<b>Critical Task 1.3.1:</b> Institutionalize regional accreditation requirements throughout the University (VPAA)
	<b>KPI 1.3.1.1:</b> Accreditation requirements are incorporated into MCU's planning and evaluation processes. (VPEIOP)
	<b>KPI 1.3.1.2:</b> Quality Enhancement Plan implemented and progress reported annually in accordance with SACS 5-year interim report requirements. (VPAA)

	VPAA	VPEIOP	VPBA	VPDL	PME Rank Advocates	CAOCL	LLI	GRC	Directors	HD	NMMC	Faculty Council
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	<b>Critical Task 1.3.2:</b> Support “Process Accreditation of Joint Education” (PAJE) requirements in MCWAR, CSC, and CDET (VPAA)	
	KPI 1.3.2.1: OPMEP faculty-student ratio and demographic requirements are met each academic year. (VPAA/VPBA)	
	KPI 1.3.2.2: MCWAR, CSC, and CSCDEP programs achieve PAJE re-accreditation. (VPAA)	
	<b>Critical Task 1.3.3:</b> Investigate additional certification and recognition of education and training programs (VPAA)	
	KPI 1.3.3.1: American Council on Education's Military Programs recommendation for college credit(s) for non-degree programs' are obtained or updated. (VPAA)	
	KPI 1.3.3.2: Course descriptions are promulgated to support external institution articulation of MCU courses. (VPAA)	
	KPI 1.3.3.3: Enlisted Professional Development and Enhancement Working Group's efforts to develop MOS-to-degree tracks are supported. (VPAA)	
	KPI 1.3.3.4: CDET articulation agreements with regionally accredited institutions for master's degree credit are maintained (VPDL)	
<b>Objective 1.4:</b> Improve the application of learning technology to enhance curricula, learning, research, and collaboration.		
	<b>Critical Task 1.4.1:</b> Ensure faculty, staff, and students have the ability to fully leverage available learning technology. (VPDL)	
	KPI 1.4.1.1: Faculty, staff, and student new join orientation and development sessions include technology usage training. (VPDL)	
	KPI 1.4.1.2: Curricula and grades are electronically developed, designed, delivered, and administered. (VPDL)	
	KPI 1.4.1.3: Online searchable repository of faculty and student research is developed or acquired. (GRC)	
	KPI 1.4.1.4: An ET Working Group which identifies and links faculty ET requirements with available and emerging technologies is created. (VPAA)	
<b>Goal 2: Organizational Strength:</b> Develop and maintain an effective, transparent, collaborative, and responsive organizational structure in order to foster a culture of continuous learning and improvement. (VPEIOP Lead)		
<b>Objective 2.1:</b> Ensure the organizational structure promotes collaborative relationships among MCU schools and staff directorates.		
	<b>Critical Task 2.1.1:</b> Establish a system of knowledge management which promotes transparency supporting collaborative working relationships. (VPBA)	
	KPI 2.1.1.1: A comprehensive “MCU Organizational Handbook” that includes Org charts and directories is created. (VPBA)	
	KPI 2.1.1.2: A knowledge management portal using Marine Corps approved digital resource is developed. (VPDL)	
	<b>Critical Task 2.1.2:</b> Conduct annual assessment of MCU structure as well as ensure required skills reflect organizational needs. (VPBA)	
	KPI 2.1.2.1: MCU/EDCOM Tables of Organization reviewed to ensure accuracy and appropriate alignment with mission requirements. (VPBA)	
	KPI 2.1.2.2: Changes and/or shortfalls are identified via appropriate channels. (VPBA/VPEIOP)	
<b>Objective 2.2:</b> Improve the culture of self-assessment across the University with emphasis on recognizing high performers.		
	<b>Critical Task 2.2.1:</b> Establish opportunities to support faculty and staff's deeper understanding and implementation of organizational self-assessment. (VPEIOP)	
	KPI 2.2.1.1: Marine Corps University Annual Institutional Research, Assessment and Planning (IRAP) Plan is disseminated and understood. (VPEIOP)	
	KPI 2.2.1.2: Feasibility of introducing institutional effectiveness capabilities into the knowledge management system is examined and potential solutions implemented. (VPEIOP)	
	<b>Critical Task 2.2.2:</b> Develop a means to identify, disseminate, and implement Institutional Effectiveness best practices and lessons learned across the University. (VPEIOP)	

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	<b>KPI 2.2.2.1:</b> An IE Working Group which fosters implementation of a collaborative model of IE across institutional boundaries is created. (VPEIOP)	
<b>Objective 2.3:</b> Develop and publish effective and efficient academic and business processes in order to better serve faculty and staff needs.		
	<b>Critical Task 2.3.1:</b> Review, update, maintain, and publish policies, regulations, and procedures. (VPAA/VPBA)	
	<b>KPI 2.3.1.1:</b> Academic and Business regulations are annually validated. (VPAA/VPBA)	
	<b>KPI 2.3.1.2:</b> Faculty and Student handbooks are maintained for currency. (VPAA/VPBA)	
	<b>KPI 2.3.1.3:</b> Policies and procedures are maintained in a single repository to facilitate ease of access/ modification. (VPAA/VPBA)	
	<b>Critical Task 2.3.2:</b> MCU Schools and Directorates collaboratively assess academic and business processes in support of institutional goals. (VPEIOP)	
	<b>KPI 2.3.2.1:</b> A Quality Process Improvement Board (QPIB) which fosters a collaborative effort of process improvement is implemented. (VPEIOP)	
	<b>KPI 2.3.2.2:</b> Knowledge management system is used to identify problem areas and collect and receive suggested solutions. (VPAA/VPBA)	
<b>Objective 2.4:</b> Recruit and retain top quality faculty and staff in order to provide a rigorous and creative learning environment.		
	<b>Critical Task 2.4.1:</b> Identify and implement incentives for retention of top quality faculty and staff. (VPBA)	
	<b>KPI 2.4.1.1:</b> Internal factors that influence the retention of top quality faculty and staff are identified and appropriate actions are implemented. (VPBA)	
	<b>KPI 2.4.1.2:</b> External factors that influence the retention of top quality faculty and staff are identified and appropriate actions are implemented. (VPBA)	
	<b>Critical Task 2.4.2:</b> Identify and implement suitable best practices for recruitment of top quality faculty and staff. (VPBA)	
	<b>KPI 2.4.2.1:</b> Best practices are collected and implemented from within MCU. (VPBA)	
	<b>KPI 2.4.2.2:</b> Best practices are collected and implemented from external institutions. (VPBA)	
<b>Goal 3: Infrastructure and Technology:</b> Provide state-of-the-art facilities and cutting edge technologies in order to facilitate Marine Corps University's innovative and global learning environment. (VPBA Lead)		
<b>Objective 3.1:</b> Refine, resource, and implement the MCU Facilities Master Plan to provide facilities that enhance curricula, learning, research, and collaboration.		
	<b>Critical Task 3.1.1:</b> Execute the MCU Facilities Master Plan. (VPBA)	
	<b>KPI 3.1.1.1:</b> Naval Audit Service reviews received and approved. (VPBA)	
	<b>KPI 3.1.1.2:</b> Congressional approval for MCU MILCON obtained. (VPBA)	
	<b>KPI 3.1.1.3:</b> MCU Facilities Master Plan validated with the PPC biannually. (VPBA)	
	<b>KPI 3.1.1.4:</b> MCU Facilities Working Group established to inform resourcing requirements and recommended adjustments to Facilities Master Plan. (VPBA)	
<b>Objective 3.2:</b> Acquire and implement cutting edge information and education technologies based upon industry, DoD, and civilian university enterprise architecture best practices.		
	<b>Critical Task 3.2.1:</b> Develop and implement the MCU IT/ET Master Plan that facilitates innovative learning environments across the globe. (VPDL)	
	<b>KPI 3.2.1.1:</b> Best practices are collected and implemented from external institutions as appropriate. (VPDL)	
	<b>KPI 3.2.1.2:</b> Technologies available to address requirements are identified. (VPDL)	
	<b>KPI 3.2.1.3:</b> Identified technologies are validated to be operable within existing resources prior to acquisition. (VPDL)	

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	KPI 3.2.1.4: MCU IT/ET Master Plan validated with the PPC biannually. (VPDL)	
<b>Goal 4: Faculty And Staff Development:</b> Strengthen faculty and staff development opportunities in order to promote teaching excellence, scholarship, and the sharing of knowledge. (VPAA)		
<b>Objective 4.1:</b> Create and deliver faculty development programs tailored to the specific and evolving requirements of instructors in order to ensure top quality teaching and scholarship.		
	<b>Critical Task 4.1.1:</b> Identify specific and evolving faculty professional development requirements (VPAA)	
	KPI 4.1.1.1: Desired faculty development topics identified and provided to the Faculty Development Coordinator in sufficient time to resource for the following year. (VPAA)	
	KPI 4.1.1.2: MCU/School Faculty Development Plans published in sufficient time to resource for the following year. (VPAA/Directors)	
	KPI 4.1.1.3: Professional Development Offsite (PDO) options and opportunities understood and executed. (VPAA/Directors)	
	<b>Critical Task 4.1.2:</b> Conduct a new faculty MCU orientation and development session annually, as well as MCU-wide and school specific refresher and development sessions for all faculty throughout the academic year. (VPAA)	
	KPI 4.1.2.1: All new faculty attend orientation during annual faculty development conference. (VPAA)	
	KPI 4.1.2.2: Faculty Development surveys indicate at least 80% satisfaction. (VPAA)	
<b>Objective 4.2:</b> Facilitate and coordinate external funding opportunities in order to more efficiently fund research and knowledge development.		
	<b>Critical Task 4.2.1:</b> Explore a "sponsored projects" capability to manage external funding opportunities. (VPAA)	
	KPI 4.2.1.1: Other PME institutions' best practices are examined and adopted as appropriate. (VPAA)	
	KPI 4.2.1.2: Appropriate contracting mechanisms are identified. (VPBA)	
	KPI 4.2.1.3: Policies and procedures to utilize grants and similar external funding opportunities are developed and implemented. (VPAA/VPBA)	
	KPI 4.2.1.4: Resources necessary to develop a "sponsored projects" capability are identified and sourced. (VPAA/VPBA)	
<b>Objective 4.3:</b> Provide increased exposure for faculty and staff to operating forces (and greater DoD) in order to build understanding of Marine Corps/Department of Defense in capabilities and requirements.		
	<b>Critical Task 4.3.1:</b> Identify engagement opportunities that progressively increase faculty and staff understanding of the Marine Corps, military services, Department of Defense, and the National Security environment. (VPAA/VPEIOP)	
	KPI 4.3.1.1: Faculty and staff participate in recurring engagement activities, as appropriate. (VPs/Directors)	
	KPI 4.3.1.2: Increased faculty participation in Regional Security Education Program (RSEP) and like programs (VPs/Directors)	
	KPI 4.3.1.3: Engagement opportunities incorporated into MCU/School Faculty Development Plans, as appropriate. (VPAA/Directors)	
<b>Objective 4.4:</b> Provide training and development programs for administrators and staff in order to ensure effectiveness of MCU institutions and appropriate oversight of programs.		
	<b>Critical Task 4.4.1:</b> Develop a professional development plan for senior leadership to increase understanding of university functions. (VPAA)	
	KPI 4.4.1.1: New leader's orientation program developed and administered for new directors annually as part of MCU summer Faculty Development Conference. (VPAA/VPBA)	
	KPI 4.4.1.2: All Vice-Presidents attend SACSCOC annual conference at least once every five years and program directors at least once during their respective tours in support of re-affirmation cycles. (VPAA)	
	KPI 4.4.1.3: Professional development plans include opportunities for senior leaders to attend university administration/leadership courses. (VPAA/LLI)	

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<b>Objective 4.5:</b> Leverage and share expertise across MCU in order to enhance teaching, scholarship, and organizational effectiveness.		
	<b>Critical Task 4.5.1:</b> Create a coordination mechanism to identify required academic expertise for pending curricula requirements and link to available MCU faculty. (VPEIOP)	
	<b>KPI 4.5.1.1:</b> Curricula schedules are shared / reviewed to identify gaps, as required. (VPEIOP/Directors)	
	<b>KPI 4.5.1.2:</b> Increased coordination / utilization of internal MCU Subject Matter Experts to meet curricula requirements. (VPAA/Directors)	
<b>Goal 5: University Outreach:</b> Leverage MCU's scholarship, research, publishing, stewardship, learning opportunities, and conferencing capabilities in order to strengthen the MCU brand and to support the Marine Corps, the broader national security audience, and the public. (VPDL)		
<b>Objective 5.1:</b> Leverage TECOM/MCU and external agency expertise and educational technologies to develop and offer continuing education, training, and resources which will supplement formal PME and training programs.		
	<b>Critical Task 5.1.1:</b> Develop and offer regional and global continuing education programs that act as precursors, adjuncts and post-graduate follow-ons to formal PME and Training programs. (VPDL)	
	<b>KPI 5.1.1.1:</b> Local programs are developed, taking advantage of local resources to offer voluntary participants the opportunity to go deeper than required PME and training. (VPDL)	
	<b>KPI 5.1.1.2:</b> Identify and implement initiatives for EDCOM to support unit-level PME and individual professional development initiatives. (LLI)	
	<b>KPI 5.1.1.3:</b> Review and update the Commandant's Professional Reading List (CPRL) on a biennial basis. (LLI)	
	<b>Critical Task 5.1.2:</b> 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)	
	<b>KPI 5.1.2.1:</b> Established training and education video sharing capabilities are enhanced to make more content available from and across the enterprise. (VPDL)	
	<b>KPI 5.1.2.2:</b> Content Management System (CMS) procured to enable development and sharing of digital content across the enterprise. (VPDL)	
	<b>Critical Task 5.1.3:</b> Collaborate with language, regional expertise, and cultural (LREC) centers of excellence within the broader DoD and civilian communities in order to provide training, education and resources that build and maintain Marines' LREC capabilities. (CAOCL)	
	<b>KPI 5.1.3.1:</b> USMC LREC Strategy 2016-2020 is executed. (CAOCL)	
	<b>KPI 5.1.3.2:</b> MCU/CAOCL participates in the semi-annual OSD/DLNSEO (Defense Language and National Security Education Office) Culture Coordination Committee meetings and other LREC community of interest events. (CAOCL)	
<b>Objective 5.2:</b> Strengthen opportunities for faculty and students to research, write, present, and publish on a variety of security, education, and academic topics.		
	<b>Critical Task 5.2.1:</b> Maintain and expand university resources and expertise in order to improve awareness of and remote access to those resources. (HD)	
	<b>KPI 5.2.1.1:</b> MCU websites maintained and updated as required (VPs/Directors)	
	<b>KPI 5.2.1.2:</b> Faculty and students are aware of research opportunities at History Division and the Museum. (HD)	
	<b>KPI 5.2.1.3:</b> Faculty, students, and staff are aware of opportunities and policies for research involving data gathering from human participants or subjects, such as interviews, surveys, and observation. (VPEIOP)	
	<b>KPI 5.2.1.4:</b> Experts from affiliate programs are engaged in the full range of university academic activities including student research and theses, editorial boards, and electives. (Directors)	
	<b>Critical Task 5.2.2:</b> Research, write and publish on a variety of topics that relate to national security in order to promote a greater understanding of the Marine Corps' role in U.S. and world history. (HD)	
	<b>KPI 5.2.2.1:</b> Faculty and students are aware of goals, purpose, deadlines and editor contact information for all MCU Publications. (HD/VPAA)	

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	<b>KPI 5.2.2.2:</b> Faculty and students are aware of the goals, purposes, deadlines and editor contact info of external professional publications, moderated digital content platforms, and scholarly journals. <i>(HD)</i>	
<b>Objective 5.3:</b> Make Library, Archive, and Museum holdings more widely accessible to promote a greater understanding of the role of the Marine Corps in United States and world history.		
	<b>Critical Task 5.3.1:</b> Attend and host professional conferences to promote a greater understanding of the role of the Marine Corps in United States and world history. <i>(GRC/HD)</i>	
	<b>KPI 5.3.1.1:</b> The conference policy is streamlined so that the president can approve attendance at the various professional conferences. <i>(VPBA)</i>	
	<b>KPI 5.3.1.2:</b> Presentations to professional groups are prepared and delivered. <i>(GRC/HD)</i>	
	<b>Critical Task 5.3.2:</b> Conduct public outreach events away from MCU, NMMC. <i>(NMMC)</i>	
	<b>KPI 5.3.2.1:</b> Public outreach delivered at external events in order to highlight the role of Marines in history <i>(NMMC/VPAA)</i>	
	<b>KPI 5.3.2.2:</b> Opportunities to expand formats for increased accessibility to Library, Archive and Museum holdings are explored. <i>(NMMC/HD/GRC)</i>	
<b>Objective 5.4:</b> Provide and promote opportunities for faculty, staff, students, and schools to share their expertise and to develop mutually beneficial relationships and activities with external audiences.		
	<b>Critical Task 5.4.1:</b> Collaborate with other museums in the development and presentations of exhibits. <i>(NMMC)</i>	
	<b>KPI 5.4.1.1:</b> Mutually beneficial loans and programming are created with external partners <i>(NMMC)</i>	
	<b>KPI 5.4.1.2:</b> Command museums are supported with counsel, design review, responses to research queries, guidance, shared resources, and command visits. <i>(NMMC)</i>	
	<b>KPI 5.4.1.3:</b> Publishing agreements with external agencies are maintained. <i>(HD)</i>	
	<b>Critical Task 5.4.2:</b> Strengthen professional relationships with sister service, joint, and civilian institutions to develop a shared understanding of each other's programs, discuss methods of instruction, and share best practices. <i>(VPAA/Directors)</i>	
	<b>KPI 5.4.2.1:</b> Relationships with other PME institutions, museums, history departments, and archives, are maintained by participating in appropriate conferences. <i>(Directors)</i>	
	<b>Critical Task 5.4.3:</b> Provide and promote opportunities for faculty, staff, and students to shape and share their academic and professional disciplines, and to develop collaborative relationships. <i>(VPAA)</i>	
	<b>KPI 5.4.3.1:</b> Increase usage of Speakers Bureau is observed <i>(VPAA)</i>	
	<b>KPI 5.4.3.2:</b> Increase in faculty, staff, and students service in professional associations is observed. <i>(VPAA)</i>	
	<b>Critical Task 5.4.4:</b> Engage other PME institutions in discussion for development of a society / association of Professional Military Educators as an opportunity to increase service school collaboration. <i>(Faculty Council)</i>	
	<b>KPI 5.4.4.1:</b> Interest and ideas of faculty and staff of other PME institutions determined relative to this society / association. <i>(Faculty Council)</i>	
	<b>KPI 5.4.4.2:</b> If warranted, measures regarding establishment of this society / association are taken. <i>(Faculty Council)</i>	

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