

U MARINE CORPS UNIVERSITY



MARINE CORPS UNIVERSITY STRATEGIC PLAN 2016–2021



MARINE CORPS UNIVERSITY
STRATEGIC PLAN

Marine Corps University
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FOREWORD

The dedication of the Warner and Simmons Centers at Marine Corps University this year creates a stunning perspective – the vast new contemporary space offering 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 MCU resident officer 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, promote, and display the history and heritage of the Marine Corps.

The approaches used to develop this Strategic Plan, our mission, vision, goals, and objectives are presented here. 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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PRESIDENT'S STRATEGIC INTENT

Marine Corps University has grown considerably in size and scope since its founding in 1989. The University now reaches students around the globe with a comprehensive range of resident and non-resident programs. Several recent initiatives have supported the University's focus on developing leaders knowledgeable in the art and science of war. The dedication of the Warner and Simmons Centers, state-of-the-art educational facilities, and the addition of the College of Distance Education and Training (CDET) and the Center for Advanced Culture and Learning (CAOCL) reflect efforts to ensure the University's continued relevancy.

Marine Corps University can ill-afford to become complacent, despite these and other achievements. Our educational programs must recognize the enduring nature of war and anticipate changes in the international environment. Our faculty must have the educational tools and resources to challenge our students. To ensure its continued relevance, the institution as a whole must periodically review its future trajectory.

Against this backdrop, I directed my staff to formulate a new Strategic Plan for the 2016-2021 timeframe. Developed over a period of several months, this Strategic Plan includes inputs from stakeholders across the MCU enterprise. The transparent, inclusive, and iterative process used to develop this plan helped to forge a common understanding of University-wide challenges and opportunities.

The resultant plan invigorates the charge of MCU's mission to "develop, deliver, and evaluate professional military education and training" by articulating goals in five key areas: 1) Professional Learning, 2) Organizational Strength, 3) Infrastructure and Technology, 4) Faculty and Staff Development, and 5) University Outreach. Each goal is important on its own terms—and in relation to one another. This Strategic Plan aims to strengthen the sinews of cooperation across the University, thus making the whole greater than the sum of its constituent parts.



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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 which 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. The President's Planning Council (PPC) is the governing authority leading the strategic planning process. Key to the administration and implementation of the Strategic Plan are the roles played by Vice President of Academic Affairs and Vice President of Education Integration, Operations, and Plans. The PPC is responsible for ongoing review and coordination with the Board of Visitors (BOV) for comments and input to the University's mission and vision statement.

1. Mission. Develop, deliver, and evaluate Professional Military Education and training through resident and distance learning programs in order to prepare leaders to meet the cultural, ethical, and operational challenges of a complex security environment. Preserve, promote, and present the history and heritage of the Marine Corps.

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, financial, 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 in several functional areas and collaboration across institutional and interdisciplinary boundaries. University stakeholders have determined objectives supporting the achievement of primary goals. The University is currently establishing critical tasks, measures of effectiveness, and key milestones necessary to achieve the objectives. 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.

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 and joint accredited master's programs, provide certified and recognized resident and non-resident PME and training programs, and expand 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.

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 and a 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 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.

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 Develop and implement a comprehensive MCU Regional Campus Plan that facilitates a consistent, state-of-the-art learning environment.

Objective 3.3 Acquire and implement cutting edge information and education technologies based upon industry, DoD, and civilian university enterprise architecture best practices.

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 on 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 Create Professional Development Offsite (PDO) opportunities that offer a spectrum of options customized to individualized goals.

Objective 4.3 Facilitate and coordinate external funding opportunities in order to more efficiently fund research and knowledge development.

Objective 4.4 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.

Objective 4.5 Provide training and development programs for administrators and staff in order to ensure effectiveness of MCU institutions and appropriate oversight of programs.

Objective 4.6 Leverage and share expertise across MCU in order to enhance teaching, scholarship, and organizational effectiveness.



GOAL FIVE

UNIVERSITY OUTREACH

INTRODUCTION. The rich array of resources that support the 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 which 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, 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.

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.

Objective 5.5 Strengthen professional relationships with sister service, joint, and civilian institutions to develop a shared understanding of each others' programs, discuss methods of instruction, and share best practices.

CONCLUSION

Ultimately, the purpose of the Strategic Plan is to guide the direction of Marine Corps University as it acknowledges the assets and challenges to PME. It is not a comprehensive catalogue of MCU's character as an institution but rather a resource that guides the next chapter in our history through shared aspirations. The Strategic Plan is thus an essential source of stability on which stakeholders can rely, but it also a living document that provides options for flexible responses as circumstances may dictate. Changes can be expected as the aspirations of the plan encounter a range of foreseen and unforeseen obstacles. The collaborative methods used to shape the Strategic Plan underpin the process for review and amendment. The President's Planning Council will lead review and discussion that maintains consistent attention to the Strategic Goals and Objectives articulated herein.

