

# MARINE CORPS UNIVERSITY



MARINE CORPS UNIVERSITY STRATEGIC PLAN 2012-2017



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Marine Corps University  
2076 South Street  
Quantico, VA 22134

# MCU STRATEGIC PLAN

## FOREWORD

This document contains the strategic direction for Marine Corps University (MCU). Marine Corps University provides educational opportunities, under the auspices of Education Command, Training and Education Command, Marine Corps Combat Development Command, Quantico, Virginia, to enlisted members and officers from all branches of the United States armed forces, civilian interagency personnel, and international officers. Additionally, through the History Division (HD) and the National Museum of the Marine Corps (NMMC), MCU preserves, promotes, and displays the history and heritage of the Marine Corps.

A continuous pursuit of knowledge throughout the career of a Marine is central to the Marine Corps' educational philosophy. As such, MCU works closely with the College of Distance Education and Training (CDET) to provide students with the most rigorous, challenging, and diverse curricula possible to properly prepare them for increased levels of responsibility.

The process used to develop this strategic plan, along with the mission, vision, goals, and objectives is contained in the following pages. The plan provides a road map for keeping MCU at the forefront of the education and leadership transformation efforts within the Department of Defense.



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# PRESIDENT'S STRATEGIC INTENT



Providing relevant, current Professional Military Education has never been more important. The complex environment in which Marines operate requires strong leadership and a high level of competence in a wide array of subject matter. Marine Corps University is committed to providing a World-Class educational opportunity to fully prepare our leaders. We understand this educational experience requires a first-rate combination of faculty, students, curricula, and facilities.

Achieving world-class status will be challenging in light of current and future budget constraints. Diminishing demands that we make the most effective use of our scarce funding. We will not sacrifice quality, so we must continually look for innovative ways to share assets and expertise.

We are fortunate that planned MILCON projects will dramatically improve MCU educational facilities. We will continue to work closely with Marine Corps Base Quantico to ensure a coordinated approach to improve our campus and surrounding area.

This strategic plan identifies initiatives and pursues a course of action that will develop a world-class institution. We must realize that the strength within this strategic plan lies not in the essential elements needed to create a world-class university, but in the way those parts work collectively. Like the elements of the University, the elements of this strategic plan must be thoroughly integrated in such a way that deficiencies in one area do not undermine the remaining goals.

A handwritten signature in black ink, appearing to read 'Tom Murray'.

**Thomas M. Murray**

Major General, U.S. Marine Corps  
Commanding General, Education Command  
President, Marine Corps University

# STRATEGIC OVERVIEW

**INTRODUCTION.** The University is an institution fully engaged in and dedicated to its students' Professional Military Education (PME). The MCU Strategic Plan translates the University President's vision of the future into a useful planning document.

**PURPOSE.** The MCU Strategic Plan provides the University with a long-term focus. The plan is a living and dynamic source document for the students, staff members, and faculty. The plan will ensure MCU is acknowledged as a World Class PME institution and ensure resources are in place to accomplish the mission and vision.

**PLANNING PROCESS.** The strategic planning process falls under the cognizance of the President's Planning Council (PPC). The Vice President for Academic Affairs (VPAA) assists the President with administering execution of the plan. The Strategic Plan is developed by the PPC and is reviewed semi-annually in accordance with the published meeting agenda. The Board of Visitors (BOV) reviews for comment the University's mission, vision, and institutional purpose statements, as required.

**1. Mission.** Develop, deliver, and evaluate professional military education and training through resident and nonresident programs to prepare leaders to meet the challenges of the national security environment. Preserve, promote, and display the history and heritage of the Marine Corps.

**2. Vision Statement.** To further the excellence of our Corps through an educational institution that facilitates the continuing development of leaders, knowledgeable in the art and science of war, adept at critical and creative thinking, and possessing sound judgment and reasoned decision-making skills.

**3. Statement of Purpose.** The Marine Corps University develops the professional competence of its Marine, other service, international, and civilian students. As the Marine Corps proponent for professional military education, the University focuses on the



development of leadership, warfighting, and staff operations abilities of the nation's military forces through resident and nonresident learning programs. Graduates are prepared to perform with increased effectiveness in service, joint, interagency, intergovernmental and multinational environments at the tactical, operational, and strategic levels of war, across the range of military operations. The goals of the University's Strategic Plan provide the foundation for the University's educational philosophy.

**4. Strategic Goals.** MCU will achieve its strategic vision by effectively and efficiently focusing its resources and efforts on five major areas: Academic Programs, Personnel and Organizational

Structure, Technology, Facilities, and Professional Scholarship and Outreach.

- **GOAL 1.** Develop and continually improve professional military education programs that educationally challenge the student body and enable graduates to successfully perform subsequent assignments of increasing responsibility. (*Academic Programs*)
- **GOAL 2.** Build and maintain an organizational structure that enhances learning by establishing an appropriate student to faculty ratio, building a dynamic headquarters and administrative support staff, and providing an environment that adequately promotes and



fosters continuous learning, faculty and professional staff development, and personal enrichment. (*Personnel and Organizational Structure*)

- **GOAL 3.** Leverage and integrate state-of-the-art information and education technologies (IET) to support curricula development, delivery, and management, including tactical software and hardware elements utilized by the Operating Forces for use in exercises and simulations, to provide students a relevant educational experience in the most effective and efficient manner. (*Technology*)
- **GOAL 4.** Provide state-of-the-art facilities to promote student learning, as well as to promote the history and heritage of the Marine Corps. (*Facilities*)
- **GOAL 5.** Strengthen the University's outreach, research, stewardship, publishing, and conferencing capabilities in order to promote scholarship, share knowledge and positively impact perception, recruitment, retention, and policy. (*Professional Scholarship and Outreach*)

**EXECUTION OF THE PLAN.** Successful execution of the plan is based on advancements within the five major functional areas. To support this aim, each goal may have several subordinate objectives. The objectives have been assigned a responsible office that will define measures of effectiveness and milestones and will periodically report progress. The University can then prioritize and track actions and focus or redirect efforts to meet stated goals. In this respect, the Strategic Plan will be a living document with pertinent achievable goals.

# ACADEMIC PROGRAMS

**INTRODUCTION.** The University provides rigorous academic programs of instruction necessary to prepare our Nation's future leaders. Full incorporation and integration of all resources and assets are vital to the academic growth and credibility of the institution. The University's institutions are focused on developing leadership, higher order thinking, decision-making ability, and complex problem-solving skills in our students. The academic programs are the reason for the University's existence.

- **GOAL 1.** Develop and continually improve professional military education programs that educationally challenge the student body and enable graduates to successfully perform subsequent assignments of increasing responsibility. (*Academic Programs*)



**Objective 1.a** Increase the number of Marines attending resident EPME and OPME Programs. **(VPAA Lead)**

**Objective 1.b** Develop and maintain a comprehensive officer and enlisted educational continuum that develops the twenty-first century Marine. **(VPAA Lead)**

**Objective 1.c** Ensure that curricula are relevant and meet the needs of the Operating Forces **(VPAA Lead)**

**Objective 1.d** Refine enlisted education courseware to ensure adult learning methodologies and strategies are incorporated at every level of the enlisted education continuum. **(EPME Lead)**

**Objective 1.e** Maintain University-level faculty development programs to provide professional development in areas that include, but are not limited to, adult learning styles,

seminar facilitation, assessment of writing and speaking, and other relevant educational topics. **(VPAA Lead)**

**Objective 1.f** Maintain regional and joint accredited graduate programs, certified and recognized resident and nonresident PME programs, and the processes and policies that lead to the accreditation and certification. **(VPAA Lead)**

**Objective 1.g** Conduct research, curriculum development, and practical support in the areas of leadership, command, moral development, and professional core competency enhancement. **(LLI Lead)**

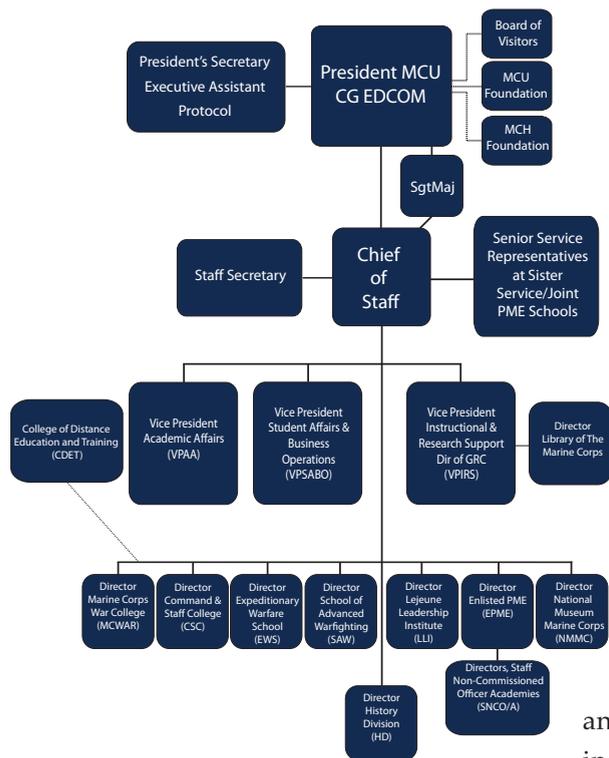


**Objective 1.h** Design, develop, and implement curricula to support the Civilian Leadership Development Program (CLDP). **(LLI Lead)**

# PERSONNEL AND ORGANIZATIONAL STRUCTURE

**INTRODUCTION.** The key to excellence, both in scholarship and in teaching, is a distinguished faculty and staff. The faculty and staff are the University's most valuable resources. These resources must be nurtured and developed through appropriate salaries, recognition for scholarly achievements, and suitable manpower assistance in securing external support for their scholarship and work. Renewal of knowledge is essential for the intellectual life of the University and renewal depends on a continuous infusion of outstanding faculty and staff members. Appropriate support personnel, in terms of skill sets and numbers, are vital to the development of a positive learning and working environment. Continuous development of our faculty and staff is paramount to the University's future.





- **GOAL 2.** Build and maintain an organizational structure that enhances learning by establishing an appropriate student to faculty ratio, building a dynamic headquarters and administrative support staff, and providing an environment that adequately promotes and fosters continuous learning, faculty and professional staff development, and personal enrichment. *(Personnel and Organizational Structure)*

**Objective 2.a** Optimize the quantity, diversity, and quality of both civilian and military faculty and instructor positions throughout the University in

order to provide an appropriate student to faculty ratio to enhance the educational programs, maintain regional and Joint Professional Military Education (JPME) accreditation, and to allow for concurrent development and delivery of curricula while providing opportunities for Professional Development. **(VPSABO Lead)**

**Objective 2.b** Increase the staffing levels of the civilian educational support staff throughout the University in order to create, manage, and oversee support and enrichment programs that contribute to student accomplishment of learning outcomes. **(VPSABO Lead)**

# TECHNOLOGY

**INTRODUCTION.** The University will infuse educational technologies into all aspects of the curriculum and research services. Because technology has become so essential to informational and educational instruction, both resident and nonresident, it is imperative the student body, faculty, and staff have full access to state-of-the-art technological innovations comparable to those found in the private sector. The University should be fully networked and capable of disseminating instructional materials and information via any medium. Additionally, MCU should be capable of using or replicating current tactical software and hardware used by the Operating Forces in exercises, simulations, and classrooms, in order to expose students to the latest developments in the science of war. Automation of the integration process is key to effective and efficient processing of information, educational material, and student records.

- **GOAL 3.** Leverage and integrate state-of-the-art information and education technologies (IET) to support curricula development, delivery, and management, including tactical software and hardware elements utilized by the Operating Forces for use in exercises and simulations, to provide students a relevant educational experience in the most effective and efficient manner. (*Technology*)

**Objective 3.a** Staff and resource the IET directorate to implement and support state-of-the-art information and education technology at the University and assist with integration of technology into the curriculum. (**VPSABO Lead**)

**Objective 3.b** Develop and implement a MCU enterprise architecture that provides for effective operation of University systems that facilitate the development and delivery of curricula and improves business processes across the University. (**VPSABO Lead**)

**Objective 3.c** Provide University classrooms with state-of-the-art integration to support curriculum delivery and student collaborative activities. (**VPSABO Lead**)

**Objective 3.d** Integrate the command and control systems used by the operating forces into the curriculum and classrooms at the University for planning, wargaming, and simulation. (**VPSABO Lead**)

# FACILITIES

**INTRODUCTION.** Infrastructure is key to the University's ability to provide quality educational opportunities to its student body, attract top-notch faculty, and maintain state-of-the-art teaching methodologies. The University's intent is to ensure future facilities provide the faculty, staff, and student body with an educational environment that is most conducive to learning. Facilities upgrades will contain contemporary engineering design standards and quality materials, while meeting all educational and military facilities requirements for academic and academic support spaces. The University planning process must provide for continual assessment of the physical needs of its individual components.



- **GOAL 4.** Provide state-of-the-art facilities to promote student learning, as well as promote the history and heritage of the Marine Corps.

**Objective 4.a** Enhance NMMC Phase 1 Exhibition Program and support design and construction of NMMC Phase II. **(NMMC Lead)**

**Objective 4.b** Develop MCU Quantico campus consisting of new academic facilities for Officer and Enlisted PME. **(VPSABO Lead)**

**Objective 4.c** Develop MCU regional campuses at Camp Lejeune, Camp Pendleton, and Okinawa. **(VPSABO Lead)**

**Objective 4.d** Repurpose Breckinridge, Dunlap, and Ellis Halls. **(VPSABO Lead)**

# PROFESSIONAL SCHOLARSHIP AND OUTREACH

**INTRODUCTION.** With the addition of the HD and the NMMC, MCU has the capacity to reach a wider and more diverse population. MCU will develop and implement policies and procedures that leverage the new structure and encourage professional scholarship and outreach.

- **GOAL 5.** Strengthen the University's outreach, research, stewardship, publishing, and conferencing capabilities in order to promote scholarship, share knowledge and positively impact perception, recruitment, retention, and policy. (*Professional Scholarship and Outreach*)



**Objective 5.a** Increase opportunities through programs, policies, and resources whereby faculty are able to conduct research and publish; represent the University at academic seminars, conferences, and symposia; and participate in faculty education to enhance professional development. **(VPAA Lead)**

**Objective 5.b** Capitalize upon partnerships with the Marine Corps University Foundation and the Marine Corps Heritage Foundation in order to enhance and enrich the professional education and leadership development of Marines and preserve and promote Marine Corps history and traditions. **(COS Lead)**

**Objective 5.c** Expand learning resources of the Library of the Marine Corps and improve remote access to those resources. **(GRC Lead)**

**Objective 5.d** Conduct annual educational conferences, symposia, and/or colloquia to address



issues of importance to the Marine Corps and DoD through a gathering of scholars and practitioners of diplomacy and the military arts. **(VPAA Lead)**

**Objective 5.e** Expand the Center for Strategic Studies to provide a research consortium to monitor the strategic landscape, assess emerging issues, and educate students. **(VPAA Lead)**

**Objective 5.f** Support facilitation of recruitment, education, and retention of Marines. **(NMMC Lead)**

**Objective 5.g** Provide a full range of collections based opportunities for formal and informal museum education. **(NMMC Lead)**

**Objective 5.h** Achieve accreditation for the NMMC from the American Association of Museums. **(NMMC Lead)**

**Objective 5.i** Provide full accountability and physical stewardship for the National Collection of Artifacts, while continuing to expand the collection in a selective and strategic manner and ensure adequate resources for its care. **(NMMC Lead)**

**Objective 5.j** Continue to promote and publish military histories and other relevant educational topics to aid in the furtherance of PME. **(History Division Lead)**

**Objective 5.k** Maintain contact with MCU graduates. **(VPSABO)**

# CONCLUSION



This plan is written in general terms to offer as much flexibility as possible to those tasked with its execution. This plan provides a framework for the University to deliver the highest quality education possible to best prepare its students and graduates for the dynamic challenges of the future. The MCU Strategic Plan is also written to provide direction for the University and purposefully does not prescribe the means to reach the desired end-state. It is a working document designed to allow for change. However, dramatic, potentially disruptive changes to this plan should be reserved for debate during the annual President’s Planning Conference (PPC) reviews or the Strategic Plan rewrites. The review process will provide for a more formal procedure with maximum consideration given to ensuring academic excellence, operational competence, and enhanced leadership. To do otherwise will degrade the consistent direction the plan is designed to convey to the University.



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