

OUR MISSION

We engage students in educational, research, and creative experiences that empower our graduates to have fulfilling careers and meaningful lives enriched by lifelong learning and service, while we enhance the economic, environmental, and social vitality of our community, our state, and our world.

OUR ENDURING VALUES

To fulfill our mission, to achieve our goals, and to implement our strategic imperatives, we are guided by the enduring values represented by *Beneficence*:

Excellence

We commit to excel in all that we do.

Innovation

We commit to be creative, responsive, and progressive.

Courage

We commit to set ambitious goals and to take the risks necessary to achieve those goals.

Integrity

We commit to be honest, ethical, authentic, and accessible.

Inclusiveness

We commit to promote cultural and intellectual diversity in all people, programs, ideas, and opinions.

Social responsibility

We commit to act for the benefit of society at large.

Gratitude

We commit to express appreciation to others and to demonstrate our gratitude through our actions.

OUR 2040 GOALS

GOAL 1

UNDERGRADUATE EXCELLENCE AND INNOVATION

Our University provides a premier on-campus undergraduate experience.

GOAL 2

GRADUATE EDUCATION AND LIFETIME LEARNING

Our University expands its reach and impact along the continuum of human development by serving graduate students and other adults throughout their lifetime educational journeys and by anticipating and responding to workforce needs.

GOAL 3

COMMUNITY ENGAGEMENT AND IMPACT

As a community-engaged institution, our University mobilizes and leads partnerships that revitalize and sustain our city and our region.

GOAL 4

SCHOLARSHIP AND SOCIETAL IMPACT

As a public research institution, our University recruits, retains, and supports outstanding faculty and staff who engage in scholarship – of discovery, integration, application, and teaching – that enhances pedagogy and curriculum, that attracts external resources, or that enhances the lives of other people.

GOAL 5

INCLUSIVENESS AND INSTITUTIONAL EFFECTIVENESS

Our University is distinguished for inclusiveness and for institutional effectiveness across all dimensions of our work and for having a vibrant culture of wellbeing that enables all of our faculty and staff to find fulfillment in their work and meaning in their lives.

OUR 2030 STRATEGIC IMPERATIVES

GOAL 1 - PROPOSED

UNDERGRADUATE EXCELLENCE AND INNOVATION

Our University provides a premier on-campus undergraduate experience.

To continue to make measurable progress towards this 2040 goal, we will implement the following strategic imperatives by 2030:

- 1A.** Our comprehensive enrollment management strategies engage colleges and academic departments, as well as their partners across campus, in the recruitment of undergraduate students.
- 1B.** The first-year experience provides all undergraduate students with the opportunity to participate in a living-learning community or other intentionally structured learning community.
- 1C.** Our academic advisors, student success coaches, faculty, and staff guide undergraduate students, beginning in their first year, to discover their strengths, interests, and passions.
- 1D.** Our core curriculum incorporates innovative pedagogy, transdisciplinary approaches to learning and problem-solving, and the development of cultural competencies, global awareness, and transferable skills so that our graduates are prepared for a fulfilling career and a meaningful life in the 21st century.
- 1E.** Through curricular and co-curricular experiences, as well as university traditions, our undergraduate students continue on their distinctive pathways to find their purpose, which lies at the intersection of professional fulfillment and personal meaning.
- 1F.** Every undergraduate student completes at least one of the following high-impact courses: undergraduate research, immersive learning, study abroad, study away, or culturally and intellectually diverse perspectives.
- 1G.** Every undergraduate student participates in a culminating experience, such as a capstone course, senior thesis or senior project, clinical experience, internship, or student teaching.
- 1H.** Our comprehensive undergraduate student success strategies engage faculty and staff in providing a relationship-rich experience for every undergraduate student.
- 1I.** Every undergraduate student creates a journal that memorializes the student's reflections on how the student's academic courses, co-curricular experiences, and

intercollegiate athletic experiences enable the student to acquire the NACE competencies.

1J. Our alumni and our other external partners engage with undergraduate students in a variety of ways and settings that enrich their undergraduate experiences.

1K. Our University's culturally and intellectually diverse community enriches the on-campus experience and improves educational and professional outcomes for all of our undergraduate students.

GOAL 2 - PROPOSED

GRADUATE EDUCATION AND LIFETIME LEARNING

Our University expands its reach and impact along the continuum of human development by serving graduate students and other adults throughout their lifetime educational journeys and by anticipating and responding to workforce needs.

To continue to make measurable progress towards this 2040 goal, we will implement the following strategic imperatives by 2030:

2A. Our University identifies and offers high-demand degrees and credentials in fields that align with our current and potential expertise.

2B. Our University offers a strategic portfolio of superior on-campus and online graduate programs.

2C. Our innovative and flexible offerings and modalities—including micro-credentials, articulation badges, professional licensure preparation, certification options, and enrichment opportunities—accelerate career advancement and enhance personal development.

2D. Our University meets the diverse needs of individuals, employers, and organizations by allowing them to customize their education to specific learning objectives and interests.

GOAL 3 – PROPOSED

COMMUNITY ENGAGEMENT AND IMPACT

As a community-engaged institution, our University mobilizes and leads partnerships that revitalize and sustain our city and our region.

To continue to make measurable progress towards this 2040 goal, we will implement the following strategic imperatives by 2030:

3A. Our faculty, staff, and students collaborate with the Muncie Community Schools, and with other organizations in our community, to improve academic outcomes for MCS students, while enhancing the learning experiences of our students.

3B. Our faculty, staff, and students collaborate with other organizations in our community to develop and implement a comprehensive plan that promotes talent attraction and retention in order to foster economic growth in East Central Indiana.

3C. The amenities and vibrancy of The Village and the surrounding neighborhoods are attractive to students, faculty, and staff, as well as our friends and neighbors throughout the region, as a result of the implementation of a collaborative plan to enhance quality of place.

3D. Our faculty, staff, and students collaborate with community partners to develop and implement a comprehensive plan to improve population health and wellbeing in East Central Indiana.

3E. Our faculty, staff, and students collaborate with community partners to enable more of our friends and neighbors to experience arts, culture, and athletic events hosted on our campus and throughout the region.

GOAL 4 - PROPOSED

SCHOLARSHIP AND SOCIETAL IMPACT

As a public research institution, our University recruits, retains, and supports outstanding faculty and staff who engage in scholarship – of discovery, integration, application, and teaching – that enhances pedagogy and curriculum, that attracts external resources, or that enhances the lives of other people.

To continue to make measurable progress towards this 2040 goal, we will implement the following strategic imperatives by 2030:

4A. Our University recruits, retains, and supports faculty and staff who engage in scholarship that is published in peer-reviewed journals or in widely disseminated publications, or that garners external funding.

4B. Our University recruits, retains, and supports faculty and staff who connect their scholarship with the vibrancy of Muncie and East Central Indiana in ways that can be replicated to enrich communities around the world.

4C. As an integral component of providing innovative educational experiences to all of our students, our University recruits, retains, and supports faculty and staff who integrate their scholarship with their teaching.

4D. Our University recruits, retains, and supports faculty and staff who create, exhibit, and perform a wide array of creative endeavors that enhance quality of life for the people in the communities that we serve.

GOAL 5 - PROPOSED

INCLUSIVENESS AND INSTITUTIONAL EFFECTIVENESS

Our University is distinguished for inclusiveness and for institutional effectiveness across all dimensions of our work and for having a vibrant culture of wellbeing that enables all of our faculty and staff to find fulfillment in their work and meaning in their lives.

To continue to make measurable progress towards this 2040 goal, we will implement the following strategic imperatives by 2030:

Inclusiveness

5A. Our strategies and initiatives promote cultural diversity across curricular and co-curricular experiences, provide training programs for faculty and staff, and result in greater cultural diversity in people and perspectives.

5B. Our commitments to freedom of expression and academic freedom promote civil discussion and debate in curricular and co-curricular experiences and promote intellectual diversity in ideas and opinions.

Our People & Culture

5C. Faculty and staff are empowered through ongoing professional development, leadership programs, career advancement opportunities, and other resources that enhance employee and personal wellbeing.

5D. Our agile and responsive human resource policies, procedures, and business processes enable us to recruit and retain outstanding people.

5E. We recognize and reward our employees for using their expertise, creativity, and collaborative spirit to improve accountability, productivity, effectiveness, and efficiency.

5F. Our flexible and accountable governance structures improve our responsiveness and ability to make timely decisions.

5G. Faculty, staff, and students advance our legacy of environmental stewardship.

Our Programs & Processes

5H. We regularly assess and modify our academic program portfolio for quality and relevance, invest in distinctive programs, and maintain agile and responsive curricular approval processes that support academic innovation.

5I. Our people, processes, technology, policies, and infrastructure are strategically aligned to support academic excellence and enable operational efficiency and effectiveness.

5J. Campus administrators use data analytics and robust management information to provide actionable insight that enhances student success and institutional effectiveness.

5K. We assess and deploy generative artificial intelligence to enhance curricular and co-curricular experiences for our students and to improve operational efficiency and effectiveness.

5L. Our marketing, communications, and brand management strategies increase public awareness of our strengths, distinctive attributes, and contributions to our community, our state, and our country.

Our Financial Resources

5M. Our incentive-based budget model aligns our financial resources with our strategic priorities, and the model encourages innovation and effective resource management.

5N. We enhance our culture of philanthropy, which generates substantial and sustained philanthropic support for our University.

Our Facilities

5O. We design, renovate, and build flexible learning spaces that are conducive to innovative pedagogical models and enhance the learning experiences of our students.

5P. We continue to implement our campus master plan, which aligns with our mission, goals, and strategic imperatives.