Dr. Bevan Morris
President
Maharishi University of Management

GOALS FOR 2012–2013

Outreach and relationship-building

- Speak in at least 25 countries on Consciousness Based education, Maharishi University of Management, Maharishi School of the Age of Enlightenment, the Invincible America Assembly, and the Maharishi Vedic Pandit programs in the US and India for global invincibility and world peace

- Forge new collaborations with universities throughout the world, leading to new opportunities for our students and faculty and new student admissions

- Welcome guests from all over the world to the Maharishi University of Management community and inspire Consciousness-Based education institutions to come up everywhere as extensions of our institution


Fundraising and expansion of programs

- Meet with 50 prospective donors for the Maharishi University of Management Endowment and reach at least $15m in pledges, traveling as necessary around the US and Canada, and welcome wealthy individuals to campus from the US and internationally

- Achieve or exceed the Annual Fund goal, working with our Institutional Advancement staff, and visit, speak, and write to our benefactors throughout the year

- Raise, with the Trustees’ help, an extra $500,000 this year for the following purposes:
  - providing Admissions with a scholarship fund for applicants not able to quite meet the full cost of attending Maharishi University of Management
- releasing some strong research faculty from their teaching responsibilities to seek grants and do research
- providing Dr. Streid with extra funds for maintenance and grounds
- providing Admissions more funds for special promotion projects/opportunities
- seeding the new Master’s programs (Media and Communications, Sustainable Living, Integrative Medicine), including the DE versions of those courses, as well as the DE MBA, Master’s in Maharishi Vedic Science, and Master’s in Computer Science
- sending more funds to India for education of the Maharishi Vedic Pandits, as Maharishi asked us to commit to doing in 2004
- organizing for Raja John Hagelin, Dr. Pearson, Dr. Deans, Dr. Travis, Dr. Herriott, and other senior faculty to speak at major national educational conferences to raise the profile of Maharishi University of Management and Consciousness-Based education — and for me also to be available for any opportunities where I may speak also as President
- sending the University Report to the presidents and other academic officers of 3,000 U.S. colleges and universities, as well as a concise summary of student and alumni achievements, faculty research, grants, distinguished visitors and speakers, etc., so that they are more properly informed what Maharishi University of Management is and has accomplished in its first 41 years
- publicizing the finding by our University researchers of 47% less heart, attack, stroke and mortality in practitioners of Transcendental Meditation who already have heart disease
- completing a sustainable master plan for the Maharishi University of Management campus, with input form the whole academic community and the broader community
- increasing the number of students enrolling from Asia, especially from China, Japan and Mongolia
- supporting the Minister of Education, Dr. Volker Schanbacher, in organizing exhibitions on Maharishi's contribution to knowledge in 12 academic fields
- finding a path to a doctoral degree for our students interested in integrative medicine, which will also them to practice professionally, and pursuing relationships with Mercy Hospital in Iowa City and with naturopathic colleges to achieve this end
- working with Raja John Hagelin to promote greater unity of purpose and mutual support between Maharishi University of Management / Maharishi School of the Age of Enlightenment, the Maharishi Foundation (the Transcendental Meditation teaching organization), and the David Lynch Foundation.

- Apply some of the new Endowment gifts immediately to renovation and beautification projects on campus and provide Endowment income to support the steady increase of faculty and staff stipends, as the Trustees have planned

**University operations**

- Update the Strategic Plan with both realistic and aspirational goals by October 15, including the start of new Master’s and DE Master’s programs
- Establish, by December 1, a password-protected dashboards webpage, with dials for Finance, Admissions, Fundraising (Endowment), Enrollment, Retention, Alumni activities, all in the context of the Strategic Plan goals
- Distribute the Strategic Plan’s specific departmental goals to each department; have them displayed on charts on the wall of each office, and available on a section of the Dash Board web site, along with the progress to the fulfillment of these goals
- Oversee, with Dr. Pearson, Michael Spivak, and the Executive Committee, achievement of key financial drivers on the University dashboard, including:
Student growth – units – Standard, Professional, Distance

Revenue/Student targets for each segment

Retention %

Financial Stability — Reserves as % of Operating Expenditures plus Debt Service.

- Through the lean approach and attention to every expense, by strict implementation of Maharishi’s purchasing guidelines, and re-negotiation of all major contracts, reduce costs at Maharishi University of Management by at least $300,000 per annum.

**TACTICS TO ACHIEVE THESE GOALS**

- Review policies, procedures and expansion plans of the University with the Executive Committee continually throughout the year, and in focused in-person meetings, including reviewing our progress in meeting our budget projections.

- Keep constantly in touch with the Executive Vice-President and with the Executive Committee members and faculty to resolve every issue and set policy as required.

- Remove any obstacles faced by the Admissions Office, and support the Dean of Admissions and his staff throughout the year.

**Higher Learning Commission Visit**

- Have a successful HLC team visit in May 2013 and gain permission for master’s degrees in both Sustainable Living and Integrative Medicine and possibly one more master’s program by DE.

- Work with Dr. Scott Herriott, Dr. Craig Pearson, and the faculty and administration on the Self-Study for the HLC focused visit and ensure that we have done everything to satisfy the requirements they set for the University in the comprehensive HLC visit.

- Prepare the faculty and administration for a successful HLC visit.
Distance Education development

- Strengthen the efficient functioning of the DE department by adding a Co-Director and structuring an efficient office setting and smooth communication with academic departments and teaching faculty; and create a systematic approach to distributing DE tuition revenues to benefit the University, the teaching faculty, and the DE department itself
- Start the DE MA in Maharishi Vedic Science in February, enrollment permitting
- Start the DE MA in Integrative Medicine online in August 2013
- Establish a uniform Learning Management System for the University, which works well with Magic Hour Content Management System, that will become the set format also for teaching DE courses
- Start the MA in Media and Communications in August 2013 as an on-campus degree program
- Build up the Grants Office to gain funding for research, construction, and endowment
- Work with Dr. Pearson and Dr. Gorini to visit all faculty classes and review for highest quality of teaching and use of all the valuable methodologies of Consciousness-Based education, including visiting many classes personally

Community information and inspiration

- To nourish, uplift, and express gratitude to everyone
- Hold news and inspiration meetings for the faculty three times and for the staff three times, and up to six general sessions for the whole community on news from my travels
- Hold three student/Global Student Council teas, and meet and lecture to student classes, especially doctoral students
Maharishi School of the Age of Enlightenment

- Participate in Maharishi School of the Age of Enlightenment Board meetings, and visit every class in the Maharishi School of the Age of Enlightenment

Development of consciousness and fulfillment of Maharishi’s mission for the University

- Increase attendance of the students, staff, and faculty in the Golden Domes for national invincibility as part of achieving 2,000 Flying together for national invincibility — by meeting every academic department separately and each individual faculty and staff member as far as possible
- Meet the Invincible America Assembly four times a week to comment on experiences
- Carefully monitor our institution for accordance with the mission of the University, and the principles and programs of Consciousness-Based education as laid out by the Founder of the University, His Holiness Maharishi Mahesh Yogi.

International responsibilities

- Fulfill all my duties as Prime Minister of the Global Country of World Peace, including conducting the Global Council meetings with Maharaja Adhiraj Rajaraam, and welcome him to our institution to lecture and guide research in Maharishi Vedic Science.

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University operations and mission

- **Support the President** — Dr. Morris’s goals are the University’s goals. Dr. Morris and I communicate virtually every day, whether by phone or email or in-person meetings.

- **University goals** – Support the key University departments in achieving or exceeding their goals for the year — e.g., recruiting, financial, and fundraising.

- **University operations** – Oversee University operations, providing problem-solving support wherever necessary (see “University operations — particular areas of focus” below).

- **Five-year strategic plan** – Assist with updating the plan and see that it is effectively communicated and owned by all University stakeholders. Every faculty and staff member will be able to articulate the goals.

- **HLC Focused Visit** – Assist in writing the HLC report and help prepare the relevant faculty and staff, with the outcome of a successful visit, including approval of the new programs we will propose (e.g., Master’s in Sustainable Living).

Academic quality

In my new role as chair of the Academic Planning Council, oversee academic operations, with particular focus on (a) continuing to integrate the processes of planning, budgeting, and assessment, and (b) continuously improving academic quality.

Specific areas of focus include these academic initiatives, many of them new this year, each of them reflecting a best practice in higher education:

- **Writing** – Continue working to elevate the level of writing across the curriculum, as a fundamental mode of student learning; help oversee the new Writing Center, whose purpose is to provide greater support for student writing; bring a nationally known
consultant in writing across the curriculum for a day in February to give further training to the faculty.

- **Senior projects** – Each undergraduate major will develop a robust senior project as the capstone learning experience for every student in the major.

- **Critical and Creative Thinking Seminars** – Evaluate the performance of this new set of courses and refine as necessary for the next offering.

- **Maharishi Vedic Science** – The faculty will receive another round of training from Dr. Susie Dillbeck, this one focused on making strong Vedic Science connections with the discipline.

- **Academic advising** – Monitor the new system of academic advising (starting this year, it takes place within the major departments for all students who have declared a major) to ensure it is proceeding strongly and effectively.

- **Program learning outcomes** – Each department will specify programmatic student learning outcomes, in the areas of knowledge, skills, and values, and post these on their web pages prior to the HLC visit.

- **Student internships** – Each department will enhance (or, where necessary, develop) student internship opportunities and post these on its web page.

- **Alumni career paths** – Each department will describe on its web page the career paths made possible by study of that discipline and give examples of what graduates of the program have gone on to do.

- **Faculty research** — Help develop the program (currently under discussion) that would promote wider faculty research, to keep faculty current in their fields, improve teaching and learning, and promote recognition of the University by our peers.

- **Classroom visits** – Try to visit 3-4 classes each block as a further way of monitoring the quality of teaching and learning.

*Measures of success* — Improved scores on the Student Satisfaction Inventory, specifically that academic quality no longer appears in the “challenges” area • improved student satisfaction and retention • over time, improved academic reputation for the University and increased enrollment by progressively more academically gifted students.
Academic expansion

- **New programs** — As chair of the Academic Planning Council, support the development and launch new master’s degree programs in Media and Communications and Sustainable Living, along with DE master’s degree programs in Maharishi Vedic Science, Integrative Medicine (with tracks for Health Professionals and Wellness Consultants), Business Administration, and Computer Science.

- **Distance education** — Working with Bill Goldstein, oversee the integration and expansion of the various initiatives that have come up in DE and continuing education, and help finalize the choice of a single learning management system.

- **Grants office** — Restaff the grants office and begin developing relationships with appropriate funding agencies and engaging the faculty in grant research and writing.

University operations – particular areas of focus

- **Lean** – As a member of the Lean Steering Committee, continue promoting a Lean culture at the University. Oversee at least 8 Lean projects this year to redesign administrative processes. Organize for the training of another round of Lean Facilitators. Projected savings in person-hours this year for the Lean projects undertaken last year: $100,000, in addition to gains in customer service and student satisfaction/retention.

- **Performance evaluation** – Ensure that the process of performance evaluation (“year in review”) that began this past year carries forward and takes place at every level of the University.

- **Dashboards** – Using our Magic Hour content management system, help develop the dashboards area of the University website, displaying the University’s key performance indicators in a single place.

- **Departmental goals and metrics** — Each administrative and academic department will finish developing a set of 1-year goals (linked to the 5-Year Strategic Plan) and 2-3 basic metrics to monitor activities central to the department. These goals and metrics will be posted in every department office.
• **Departmental web pages** – See that each administrative department has a web page that displays its staff members, mission statement, annual goals, metrics, operations manual, committee meeting minutes, and other resources.

• **Communication with constituents** — Develop a newsletter to the Board of Trustees (approximately monthly) to summarize progress in an area of interest to the board. Develop a newsletter to the faculty and staff to share progress with everyone and appreciate the accomplishments of specific individuals.

**University expansion – new initiative**

• **Outreach and Expansion** – Oversee the new office of Outreach and Expansion, led by Adrienne Schoenfeld and her staff, including offering another Experience the Self course next summer as well as an Enlightened Leadership Training program through the year and other outreach programs (Adrienne reports directly to me).

**Development of Consciousness**

• **Program attendance** – Increase collective attendance among faculty, staff, and students by 15% over last year’s average, to support fastest growth of enlightenment for our people and invincibility for the nation.

**Communication of Maharishi’s knowledge**

• **Books** – Publish my book on higher states of consciousness, *Supreme Awakening*. Move other books forward as time permits, including a book about the University’s Consciousness-Based approach, aimed at the higher education community; a book about avoiding Alzheimer’s through application of the Transcendental Meditation technique and other natural approaches (with Dr. Alarik Arenander); and others.

• **Blog** – Write at least 3 more blog entries for TM.org this year.

• **Enlightenment ezine articles** — Write at least two more feature articles about the University for this ezine that goes to all new meditators throughout the US.

• **Distinguished Lecture Series** – Hold at least four distinguished lectures on campus this year. Videotape at least three lectures for use by the Maharishi Foundation on TM.org as advanced lectures, available to anyone in the world.
Maharishi University of Management Press — In my new role as chair of the Publications Committee, oversee the review, publication, and marketing of books through the Press — at least three new books this year.

Ongoing activities

- Work with other leaders of the University in overseeing ongoing University operations, both academic and administrative.
- Give special attention to Student Life, working with the new Dean of Student Life, Dr. Rod Eason, to ensure smooth operations and give guidance as issues arise.
- Respond to inquiries and communications from faculty, staff, students, and individuals outside the University.
- Participate in regular meetings of the Executive Committee, the Academic Planning Council, the Lean steering committee, the Campus Sustainability steering committee, the Global Student Council, the Maharishi University of Management Research Institute, etc.
- Meet with all important visitors to the University to inspire them for Consciousness-Based education.
- Speak at the monthly Visitors Weekends.
- Teach Transcendental Meditation to incoming undergraduate students and follow up with regular personal checking.
- Attend Base Camp with the new undergraduate men each fall.
- Review all major new content on the University website and all major external publications.
- Attend the bi-annual meetings of the Iowa Association of Independent Colleges and Universities and the Iowa Coordinating Council for Post-Secondary Education.
- Meet informally with students, staff, and faculty members throughout the year.

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