



Administrative Leadership Meeting

Wednesday, October 3, 2018



Strategic Plan 2.0

Leigh Greden, Chief of Staff to the President

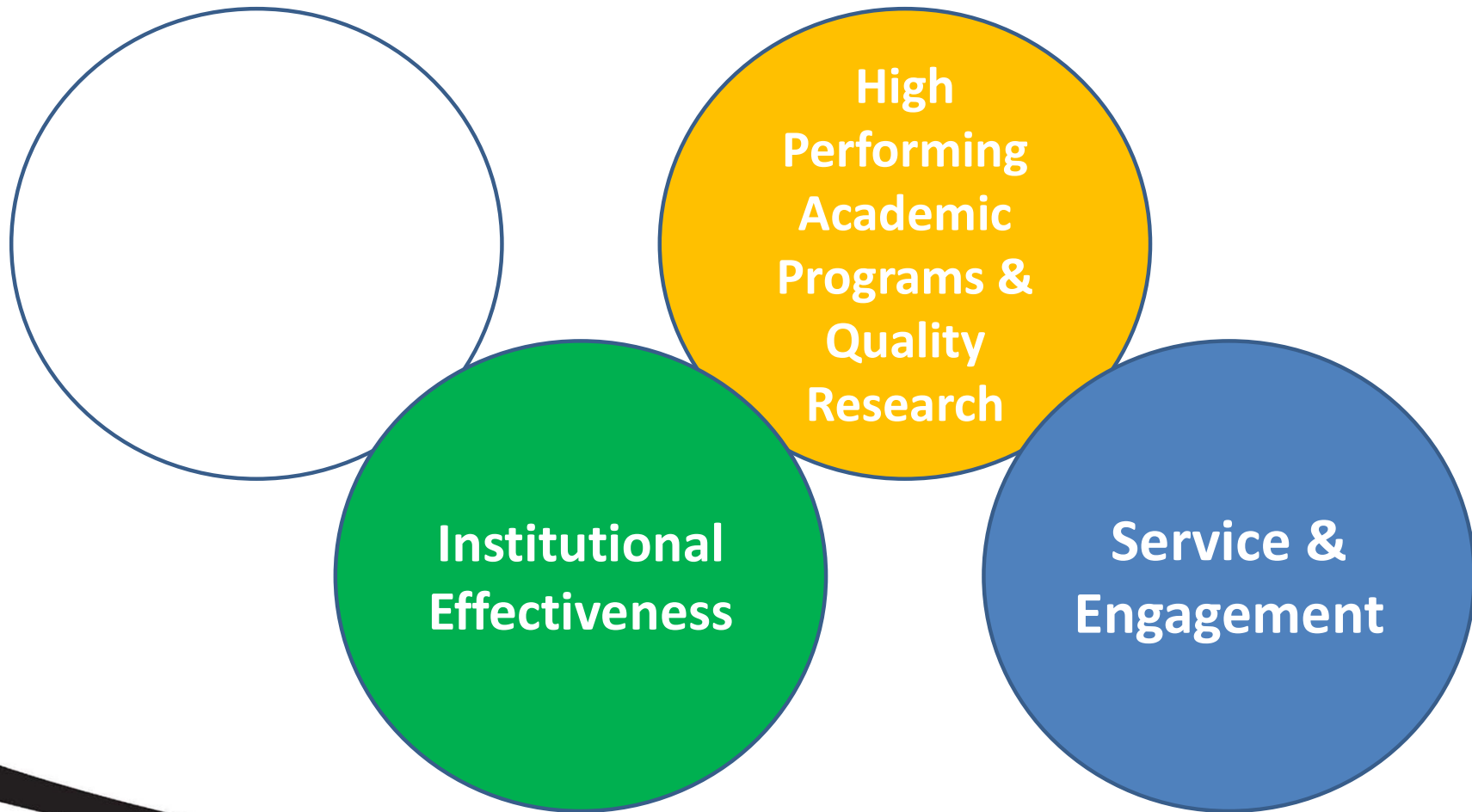


Background

- **2011:** Institutional Strategic Planning Council
- **2013:** Regents approved EMU's Mission, Vision, and Values
- **2015:** Strategic Plan approved



Current Strategic Themes



Strengths

- Mission, Vision, and Values are understood and reflect EMU's activities
- Strategic Themes are consistent with our Mission and reasonably well understood
- EMU does excellent work consistent with the Mission, Vision, Values, and Themes

Opportunities

- “Institutional Effectiveness” Theme is clunky
 - Strategic plans should be unique to the institution’s mission, but financial stability is required regardless of mission
 - Peer strategic plans do not include financial goals

Peer Benchmarking



Strategic Imperatives:

1. Nurturing Student Success
2. Fostering Scholarly Activity
3. Strengthening Partnerships in Michigan and Beyond



Institutional Goals:

1. Foster Student Success
2. Strong Research & Scholarly Environment
3. Serve the Needs & Aspirations of Community

Opportunities

- The Plan's Goals and Objectives are vague and lack measurable outcomes
 - HLC acknowledged we do excellent work consistent with the Plan's framework
 - But HLC also noted the lack of measurable outcomes, and wants it fixed by 2021: *"[T]here appears to be a strong culture wherein 1) improvement efforts are somewhat random rather than strategic; 2) there is a lack of visible and intentional prioritization; 3) efforts are not targeted, monitored, or benchmarked; and 4) no specific metrics are identified to measure success or goal attainment.... We strongly urge [EMU] to develop systematic practices and processes whereby performance metrics are identified, goals are clearly articulated and benchmarked, and progress toward goal attainment is regularly monitored and documented."* (HLC Report, p. 43)

**Theme
#1**

**Student
Engagement
& Success**

**Goal
1.2**

Develop a comprehensive and systematic approach to improve services and processes that enhance student persistence and graduation

**Objective
1.2.1**

Identify, design and implement seamless connections among academic/non-academic programs and services that facilitate student persistence and graduation

**Nurturing
Student
Success**

**Imperative
I**

Review & modify all undergraduate degree programs so that they require no more than 120 credits (unless more are required by external accreditors), which would allow most students to graduate in four years. Evaluate the curriculum for enhancing efficiency.

**Strategy
I.1**

The first-to-second year undergraduate retention rate will increase from 77% to 80% by 2022

Targets

Opportunities

- Strategic Plan needs updating to reflect changing demographics, student demands, etc.
 - The Plan was initially developed to be a living, breathing document that would evolve as needed
 - HLC wants the Plan updated by 2021:

*“A mechanism to revise/change the current strategic plan as our world changes will be important as EMU continues to serve students.”
(HLC Report, p. 48)*

Next Steps

1. Remove “Institutional Effectiveness” Theme from Strategic Plan

- Non-financial goals (public safety, sustainability, etc.) will be moved to other areas of the Plan

Next Steps

2. Rename “Service & Engagement” Theme “Pursue Campus & Community Service/Engagement”

- Service & Engagement also applies to the campus
- Incorporate some non-financial components from the “Institutional Effectiveness” Theme (e.g., sustainability)

Next Steps

- 3. Reclassify “Strategic Themes” as “EMU Priorities”, and include active verbs!**

EMU Priorities

**Promote
Student
Engagement
& Success**

**Deliver High
Performing
Academic
Programs &
Quality
Research**

**Pursue
Campus &
Community
Service/
Engagement**

Next Steps

4. Reclassify “Goals” and “Objectives” as “Goals” and “Outcomes”, and revise accordingly

- Goals need to be specific, not theoretical
- Outcomes should include numeric goals (where applicable)

Next Steps

5. Create work groups to update the Plan

- Three work groups (one for each Priority) to develop new Goals & Outcomes (modeled after HLC process)
- Members: faculty, staff, students, alumni (approx. nine people per group)
- Campus outreach



Questions?

