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EASTERN MICHIGAN UNIVERSITY

**Administrative Leaders
Meeting**

March 17, 2021



EASTERN MICHIGAN UNIVERSITY

Strategic Plan Update: Proposed Goals & Outcomes

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Background

2013: Regents approved EMU's Mission, Vision, and Values

2015: Strategic Plan approved

2018: HLC report directs EMU to update Strategic Plan to include more specific goals & outcomes

Higher Learning Commission

“[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....*

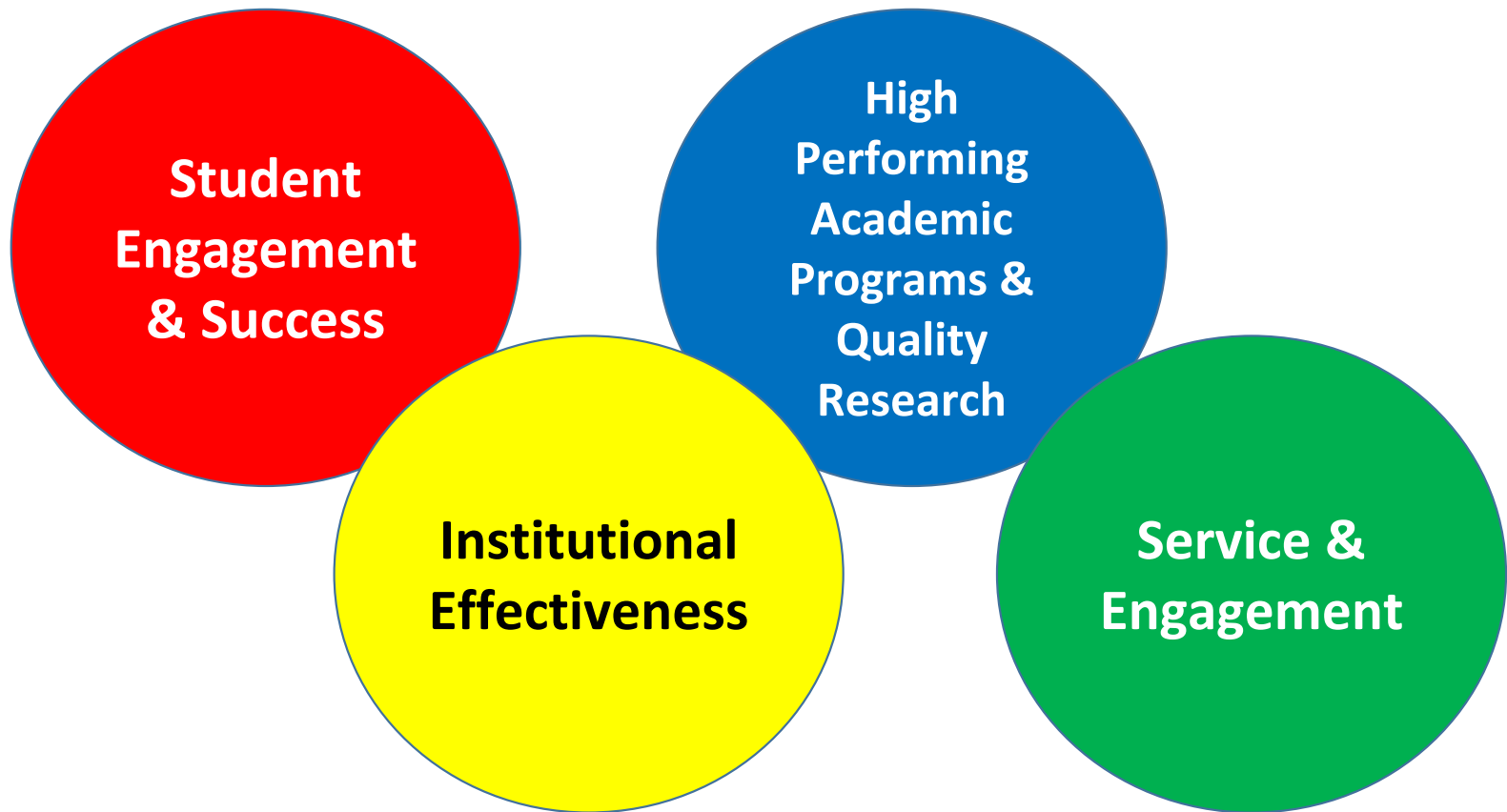
We strongly urge [EMU] to develop systematic practices and processes whereby performance metrics are identified, goals are clearly articulated and benchmarked, and progress toward goal attainment is regularly monitored and documented.”

-- (HLC Report, p. 43)

Background

- 2018:** Strategic Plan update process begins with background work, research, etc.
- 2019:** Update process begins (work groups, outreach, etc.)
- 2020:** Update process paused due to COVID-19
- 2021:** Share and adopt draft goals & outcomes

Previous Strategic Themes



New Strategic Priorities

**Promote
Student
Success &
Engagement**

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

**Pursue
Campus &
Community
Service &
Engagement**

Key Points For Proposed Goals & Outcome

1. We have a Strategic Plan. The core priorities are therefore unchanged. Our focus is on creating specific and measurable goals & outcomes within those priorities.
2. President Smith required that DEI initiatives be embedded throughout the proposed goals & outcomes.
3. The proposed goals & outcomes are drafts – we need feedback on content, proposed timelines, what’s missing, etc.

Priority 1: Student Success Proposed Goals

1. Student persistence
2. Remove institutional barriers to success
3. Student engagement

Priority 1: Student Success Proposed Outcomes

Ex.: Increase the FTIAC retention rate from 71.8% (fall 2020) to 75% by 2023 (1.1.a), and decrease the retention rate gap impacting ethnically underrepresented students (1.1.b) (tied to HLC interim report)

Ex.: Explore reducing the undergraduate requirement from 124 SCH to 120 SCH (1.2.a)

Ex.: Develop and begin implementing an action plan based on the results of the campus climate assessment (1.2.e)

Ex.: Review and update our scholarship offerings (1.2.f)

Priority 2: Academics & Research Proposed Goals

1. Academic programs with student-centered learning
2. Research & professional development
3. Enhance EMU's academic profile

Priority 2: Academics & Research Proposed Outcomes

Ex.: Launch and complete the next (2021-2027) Classroom Technology Initiative (2.1.d)

Ex.: Increase the % of faculty applying for grants and the \$ generated from external grants (2.2.a and 2.2.c)

Ex.: DEI training for all employees (2.2.f)

Ex.: Update central accreditation website; ensure all college & program accreditations are published on their websites (2.3.c)

Priority 3: Service & Engagement Proposed Goals

1. External partnerships
2. Campus climate for employees
3. User experience
4. Alumni

Priority 3: Service & Engagement Proposed Outcomes

Ex.: Develop a plan to increase non-degree certificates & credentials (3.1.a)

Ex.: Conduct external and internal communications audits and plans (3.1.d, 3.1.e, 3.2.c, 3.2.d)

Ex.: Initiatives to measure and improve the “user experience” (3.3.a, 3.3.b, 3.3.c, 3.3.d)

Ex.: Create a DEI office and appoint a director (3.2.i)

Next Steps

- 1. Provide an update to key constituencies**
- 2. Share the full text of the draft goals & outcomes and seek feedback (watch for an email!)**
- 3. Administration will then consider input, modify proposed goals & outcomes as appropriate, and implement updated plan by summer 2021**

Questions & Answers