

# **Strategic Plan Update: Proposed Goals & Outcomes**

**February 24, 2021**

## Background

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

**2015:** Strategic Plan approved

**December 2017:** 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....*

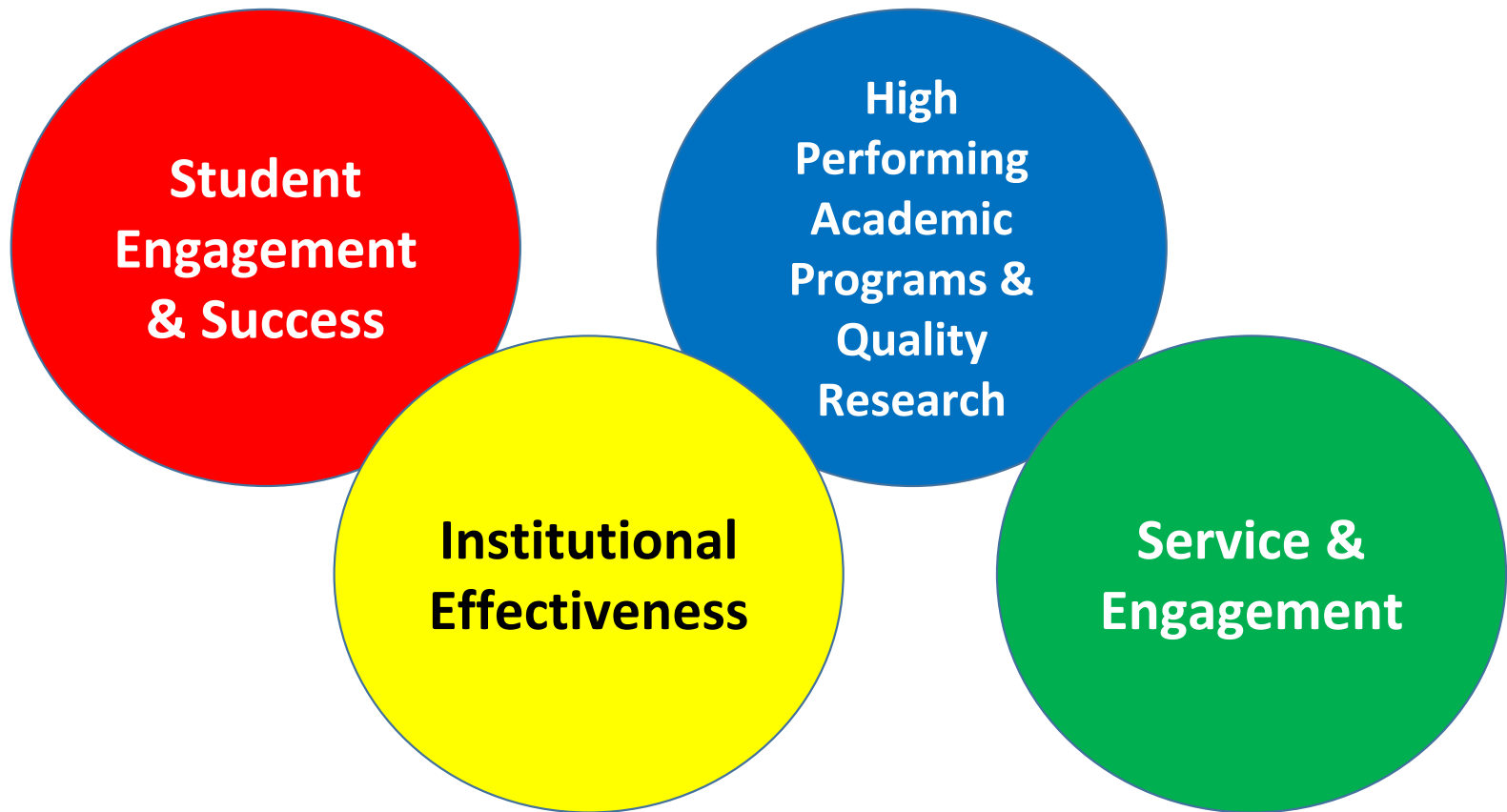
*We strongly urge [EMU] to develop systematic practices and processes whereby performance metrics are identified, goals are clearly articulated and benchmarked, and progress toward goal attainment is regularly monitored and documented.”*

*-- (HLC Report, p. 43)*

## Background

- 2018:** Strategic Plan update process begins with background work, research, etc.; Faculty Senate appoints members to work groups (Nov. 2018)
- 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**

**Engage &  
Serve EMU  
and Regional  
Communities**

## Faculty Participation in Work Groups

**Lolita Cummings-Carson** (Student Success)

\***Amy Flanagan-Johnson** (Student Success)

**Tana Bridge** (Academics & Research)

\***W. John Koolage** (Academics & Research)

\***Katherine Mason** (Academics & Research)

**Jodonnis Rodriguez** (Academics & Research)

\***Michael McVey** (Service & Engagement)

\***Zuzana Tomas** (Service & Engagement)

*\* Faculty Senate appointee*

## Key Points For Proposed Goals & Outcome

1. We have a Strategic Plan. The three 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.
4. There are some duplicates because they cross areas – that’s intentional.
5. We will not set numerical targets until the underlying goal/outcome is finalized.



## Priority 1: Student Success Proposed Goals

1. Student persistence
2. Remove institutional barriers to success
3. Expand and communicate about campus resources
4. 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. Share proposed goals & outcomes with key constituencies**  
*Share detailed proposed goals & outcomes with Senate on or about 3/1/21*
- 2. Input is requested from Faculty Senate by March 26, 2021, about the proposed goals & outcomes**
- 3. Administration will then consider input, modify proposed goals & outcomes as appropriate, and implement plan by summer 2021**



**Questions?**

