

Academic Affairs
Strategic Planning—Vision Framework
June, 2004

In an attempt to provide a framework for on-going strategic planning with the academic units of the University, the Deans' Advisory Council has developed a set of vision statements. When complete, these will provide a set of divisional directions for the advancement of each of the six institutional directions identified by the University Strategic Planning Committee. The DAC has tried to center the vision statements within the University mission, values and guiding principles also established by the Strategic Planning Committee.

Linked to each vision statement is a set of very broad strategies that might be employed in the pursuit of each vision. These strategies are not at the level of specificity that defines a strategic initiative. Those must originate in the departments, colleges and other academic offices. Furthermore, the members of the DAC view this document as an early draft in the creation of the next strategic plan. They welcome comment, debate and sharpening of the vision statement. They view this not as a plan, but rather as a frame that will allow the development of strategic initiatives with more focus, higher strategic value and less guesswork about the general directions within Academic Affairs.

1) Vision Statement—Strategic Direction #1—Strong Undergraduate Programs

Eastern Michigan University offers a high quality, faculty-intensive experience for baccalaureate students. The undergraduate program is extensive and provides students with opportunities to study in many areas of concentration. The curriculum prepares students for life-long learning, is designed for a highly diverse student body and offers rigor, challenge and excellence in an environment of opportunity. The curriculum is characterized by strong and current theoretical knowledge combined with numerous opportunities for experiential, hands-on learning. Programs feature substantial discovery-based education, including an emphasis on student involvement in research and other focused out-of-class learning experiences.

Broad Strategies For Realizing This Vision

- 1) Strengthen quality of academic programs

- a) Enhance Honors opportunities
 - b) Improve General Education
 - c) Develop curriculum and associated programming for first-year students
 - d) Improve quality of facilities and equipment
 - e) Sponsor faculty development on best practices in undergraduate education
 - f) Create interdisciplinary learning opportunities for students
 - g) Develop new programs in areas of demand or opportunity
 - i) Ensure timely cycle for planning and implementation
- 2) Target strong students for admission
- a) Generate higher levels of first-year student demand
 - b) Attract quality transfer students
 - c) Market to those (counselors, teachers, parents) who influence student choice
- 3) Expand faculty involvement with students
- a) Create student-centered curricular initiatives
 - i) Student-faculty research
 - ii) Disciplinary capstone seminars
 - iii) First year seminars
 - b) Strengthen service learning, internships, practicum experiences
 - c) Establish strong Partnerships with Campus Life for academically-based activities
 - d) Align reward system to recognize faculty efforts with students

- e) Align curricula for greater and more intensive faculty involvement with students
- 4) Enhance culture of student-centered academic services
- a) Improve advising
 - b) Expand flexible delivery of education
 - c) Strengthen partnerships with Registrar, Financial Aid and Career Services
- 2) Vision Statement—Strategic Direction #2— Synergy of theory and practice in graduate programs.**

Graduate programming at Eastern Michigan University emphasizes applied programs that meet regional needs, are occupationally relevant and blend a strong base of theoretical knowledge with practical skills. Nevertheless, students in University graduate programs are recruited nationally and internationally. All graduate programs include a research component that ensures that students are aware of the tools of discovery within their area of study. As a result, graduate programs stress the scholarly interests of the research-active faculty. Most programs are designed to meet the needs of part-time as well as full-time students. Graduate program number and size is consistent with faculty and facility resources.

All faculty at Eastern Michigan are actively engaged in research, broadly defined. The quality of the University's graduate programs derives from the quality and renown of faculty research. Much faculty research also supports the University's public engagement mission, especially in Southeastern Michigan. Externally funded scholarship is valued and the University provides time and support for faculty to develop competitive funding proposals.

Broad Strategies For Realizing This Vision

- 1) Strengthen faculty capacity in scholarship
 - a) Create workload policies consistent with more scholarly activity

- b) Align faculty reward system with vision
 - c) Enhance research support infrastructure
 - d) Develop and support a community of scholars
- 2) Develop marketing strategies for graduate programs
 - 3) Enhance support for graduate students
 - a) Develop mentoring programs for students
 - b) Improve facilities and equipment for graduate education
 - c) Strengthen faculty-student research opportunities
 - d) Ensure strong library support for graduate programs
 - 4) Align curriculum with applied regional needs
 - a) Provide interdisciplinary learning opportunities
 - 5) Shorten planning and implementation cycles for new graduate programs
- 3) Vision Statement— Strategic Direction #3— Eastern Michigan University as a model for public engagement and linkages with the local community, the Detroit metropolitan area, southeast Michigan, the State of Michigan and the region to address mutual concerns.**

Eastern Michigan University identifies itself as an urban/metropolitan university. It is a higher education leader in public engagement and community outreach in Southeast Michigan and provides models of working in this area that are relevant nationally. The University offers the skills and talents of its faculty, staff and students, and its institutional resources as an organization to the public, private and nonprofit organizations of the region in a collaborative, sustainable way that emphasizes long-term, mutually beneficial partnerships. In particular, the University works effectively with K-12 educational system, governments at all levels, regional businesses and community-based organizations. EMU is seen as a partner of choice – who brings to the table the ability to create synergies and help change happen. Outreach and applied research

activities are highly valued and focused on the needs of the region - ongoing economic growth, civic development and response to social needs. The University's educational programs are academically rigorous and responsive to the needs of the community both in content and in the ways they are delivered – emphasizing accessibility in location, scheduling and format.

Broad Strategies For Realizing This Vision

- 1) Make Eastern Michigan the partner of choice for wide variety of organizations and businesses in the region
 - 2) Focus on selected long-term partnerships, while remaining alert to new opportunities
 - 3) Diversify the delivery of academic offerings
 - a) Create more off-campus programs
 - b) Offer courses in a wider variety of schedules
 - c) Use alternate course delivery systems
 - 4) Develop institutional units that create mutual benefit for the University and its partners and clients
 - 5) Cultivate partnerships and relationships that maximize learning opportunities for University students
 - 6) Use strengths of academic programs to further community engagement and cultural contributions
 - a) Develop unit plans for outreach based on faculty talents and scholarly accomplishments
- 4) Vision Statement— Strategic Direction #4— The University as a model for the principles of diversity and inclusion.**

Eastern Michigan offers an environment to its students, faculty and staff that values diversity, is broadly inclusive and is premised on mutual respect. The Eastern Michigan community is diverse by design and members of the campus ensure that the productive engagement of issues

regarding diversity and inclusion occurs in an atmosphere of safety and civility. Diversity is central to the University's mission because our constituencies are themselves diverse, because we have an obligation to provide all of our students with an opportunity to succeed and because all of our students should be prepared for life and work in a diverse society. The University's commitment to diversity and inclusion spans the curriculum, all aspects of student life and the work experiences of all employees. The University is attentive to broad, evolving definitions of diversity.

Broad Strategies For Realizing This Vision

- 1) Embed diversity and inclusion in the curriculum
 - a) Insure that diverse perspectives are prominent in general education program
 - b) Include opportunities to work with those from many communities in service learning and internship opportunities
 - c) Create greater opportunities for extended engagement of faculty and students on diversity issues
- 2) Expand faculty and staff development opportunities for learning about and increasing sensitivity to issues of diversity
- 3) Align evaluation structure for faculty and staff with this objective
 - a) Provide appropriate rewards for individuals and programs that expand diversity
 - b) Hold administrative leaders accountable for expansion of diversity within their areas
- 4) Celebrate current diversity
- 5) Expand opportunities to diversify campus
 - a) Student recruiting initiatives
 - b) Faculty and staff hiring initiatives

6) Track, monitor and reward diversity efforts

5) Vision Statement— Strategic Direction #5— Global and multicultural perspectives.

Eastern Michigan is a global university in many senses. The University's academic programs reflect international perspectives and they stress multicultural competency and global citizenship. The University is home to students and faculty from all areas of the world. These valued members of the community enhance the campus climate and advance the University's interests in offering a multicultural curriculum. The University offers substantial opportunities for students, faculty and staff to obtain international experiences, including study-abroad programs (mostly tied directly to existing academic programs), excellent instruction in languages other than English and other programs designed to enhance and expand international awareness. The University is especially attuned to the study and understanding of the cultures represented in Southeastern Michigan. The international and multicultural activities of the University also are designed to contribute to the economic growth and development of the region. Many divisions of the University have some responsibility for its global mission and those areas partner effectively to offer a truly international campus climate to students, faculty, staff and community members.

Broad Strategies For Realizing This Vision

- 1) Strengthen study-abroad opportunities
 - a) Create more short-stay programs
 - b) Tie study-abroad opportunities to academic major programs
 - c) Involve students in Fulbright program
 - d) Create partnerships with other universities to use international facilities
- 2) Expand opportunities for language study
 - a) Embed language study in more curricula

- b) Offer summer language institutes
 - c) Require language study in more majors
 - d) Create language study areas in residence halls
- 3) Strengthen international component of curriculum
- a) Offer faculty development in internationalizing curriculum
 - b) Increase international aspects of general education curriculum
 - c) Build FIGS option around international courses
- 4) Create partnerships with international businesses
- 5) Internationalize student life experiences
- a) Create international residence hall floors
 - b) Increase international student life programming for students
- 6) Align faculty and staff hiring and reward system with international activities
- a) Increase and support international exchange opportunities for faculty
 - b) Provide incentives to faculty and staff for creating international programming
- 7) Expand international student recruiting
- 6) Vision Statement— Strategic Direction #6— Improvement of institutional effectiveness.**

Eastern Michigan University is able to respond rapidly to opportunities to improve our effectiveness, meet new challenges and take advantage of new opportunities. The University operates in an environment of collaborative goal setting and strategic planning. Tied to the planning process, the University engages in evidence-based decision making and key judgments rely upon assessments of outcomes and process effectiveness. Therefore, the University is committed to systems that

allow the collection, analysis and reporting of accurate, reliable and timely information regarding progress toward institutional goals and objectives. Additionally, continued analysis and review of organizational structures ensures that institutional administrative configuration is effective and efficient. Finally, the University operates with an emphasis on cooperation among all offices and, within the academic area, with a preference for interdisciplinary and multidisciplinary approaches where viable and appropriate.

Broad Strategies For Realizing This Vision

- 1) Develop clear, measurable goal and objectives for each unit that are aligned both vertically and horizontally
- 2) Create consensus on measurement criteria for unit goals
- 3) Create processes for the collection of data on outcome criteria
- 4) Create appropriate infrastructure for data storage, access and reporting of assessments
 - a) Develop new uses of technology
 - b) Create collection processes for key data
- 5) Provide professional development improve institutional effectiveness
 - a) Offer training on effective planning
 - b) Offer training on creation and use of assessment information
- 6) Examine and improve administrative and educational processes
- 7) Examine and improve administrative structure
- 8) Enhance communication and campus awareness of institutional processes