

EASTERN MICHIGAN UNIVERSITY

University Strategic Planning Process

July 15, 2004

Planning Guidelines

This call for planning launches the next biennial strategic planning cycle during which the University will update its Strategic Plan. Administrative units will work collaboratively to develop elements of an institutional strategic plan that will form the basis for the University's directions in the next five to seven years. The plan will also shape the appropriation request to the State of Michigan in the fall of 2005 and 2006.

Administrative Units That Should Submit Plans:

Each of the following Administrative Units will submit a planning document to the University Strategic Planning Committee (USPC) **by Monday, December 20, 2004:**

- (1) Division of Academic Affairs, including plans from each of the following major sub-units:
- College of Arts and Sciences
 - College of Business
 - College of Education
 - College of Health and Human Services
 - College of Technology
 - Extended Programs
 - Graduate Studies and Research – Graduate School
 - Library

Note: The plans of each of the colleges and other key administrative units within Academic Affairs (identified above) must be submitted along with the divisional plan.

- (2) Advancement Division
- (3) Division of Business and Finance
- (4) Division of Enrollment Services
- (5) Division of Student Affairs
- (6) Division of University Relations
- (7) Information and Communications Technology Division
- (8) Intercollegiate Athletics
- (9) Strategic Planning and Continuous Improvement
- (10) University Marketing and Communications

The Role of Administrative Sub-Units:

Each administrative unit is responsible for producing a planning document that includes contributions from its constituent sub-units (e.g., colleges, departments, administrative offices within divisions, etc.). It is especially important that strategic initiatives surface from administrative sub-units, or collaborations between the sub-units (e.g., academic departments, other divisional offices, etc.). While we expect that each administrative sub-unit would develop its own plan, these plans do not need to be submitted to the University

Strategic Planning Committee. The strategic issues, ideas and initiatives generated by academic departments and administrative sub-units should be captured, when appropriate, in the college or divisional plans.

Resource Materials for Planning:

There are a number of documents that serve as resource and reference materials to assist with planning. Copies of the first six items are being sent to the Cabinet and Dean's Advisory Council. They are also available on the Strategic Planning and Continuous Improvement website: www.emich.edu/strategicplanning/

1. Crosscutting Committee reports
 - University Diversity Council
 - Facilities Planning
 - Interdisciplinary Research and Programs
 - International Initiatives and Programming
 - Public Engagement and Linkages
 - Graduate Experience
 - Undergraduate Experience
 - University Continuous Improvement Advisory Committee
 - University Technology Advisory Committee
2. Environmental Scan – July 1, 2004
3. University Mission, Values, Guiding Principles, and Statement of University Directions
4. Academic Affairs: Strategic Planning-Vision Framework, June 2004
5. Division of Student Affairs – Examples of Potential Strategic Action Statements in the Context of the Academic Affairs Vision Framework (June 2004)
6. “What Makes a Plan Strategic?”
7. Strategic Planning Model
8. Cooperative Institutional Research Program (CIRP), Freshman Survey 2003 (Can be viewed by going to the Institutional Research and Information Management website and clicking on the Institutional Assessment Office www.emich.edu/irim)
9. National Survey of Student Engagement (NSSE), NSSE 2003 Peer Comparison (Contact Institutional Research and Information Management if you need this report)

Broad-based Participation:

The planning process is committed to broad-based participation and commentary. Involvement of students, faculty, staff and administrators is encouraged. For the Division of Academic Affairs, it is important to involve academic departments, faculty and staff and, where appropriate, external advisory committees. Each college must submit its plan for formal input from the appropriate college council. The college plans will help drive development of the division's plan. The Division's plan should be submitted to the Faculty Council for formal input. For other divisions and non-academic administrative units engaged in the planning process, please ensure participation and commentary from staff and, where appropriate, utilize advisory committees.

Crosscutting Committees:

All units should carefully review and seriously consider the reports submitted by the Crosscutting Committees since they identify key issues and practices that should be considered and, where appropriate, incorporated in the administrative unit plans.

Special Emphases for the Plans:

The USPC will be looking especially for plans and strategic initiatives that include the following emphases:

- Based on the institutional environmental scan, benchmarking, and the fact that relatively few plans and initiatives in the last planning cycle addressed Directions 4 and 5, the USPC believes these areas require additional attention in this planning cycle. The USPC especially encourages strategic initiatives that enhance EMU becoming a model diversity and inclusion. Similarly, the USPC especially encourages plans and initiatives that enhance EMU becoming a university with global and multicultural perspectives. The crosscutting committee reports regarding these two areas may be helpful in stimulating strategic thinking and initiatives.
- The environmental scan and benchmarking reflect opportunities for significant demand and growth in online instruction. The USPC encourages attention be given to this area with a special focus on the potential for development of hybrid courses and other innovations in flexible scheduling, formats and course delivery systems.
- In the last two planning cycles, there were relatively few strategic initiatives that were interdisciplinary in nature. The USPC encourages greater attention being paid to interdisciplinary research and programming. The crosscutting committee report may be helpful.
- Given that EMU is pursuing the NCA Higher Learning Commission's Academic Quality Improvement Program (AQIP) for institutional reaccreditation, the USPC encourages all units to consider incorporating in their plans processes that support institutional improvement.

Collaboration Among Administrative Units:

Comprehensive institutional planning encompasses issues that require collaboration across divisions and colleges. Thus, where appropriate, we strongly urge units to communicate with each other during the planning process in order to develop plans that are coordinated and/or collaborative across departments, colleges and divisions. In cases where two or more administrative units are collaborating and jointly supporting an initiative, each unit should rank the joint initiative along with others that are submitted.

New and/or Reworked Initiatives and the Number of Initiatives:

Proposed strategic initiatives need not be entirely new; they may strengthen or extend existing initiatives, or be reworked initiatives that were not endorsed from previous planning cycles but are especially strategic for the next five-year horizon.

As the university community strives to be more strategic and focused on priorities, the USPC encourages administrative units and colleges to avoid long lists of strategic initiatives, especially those that might be considered incremental budget requests rather than timely strategic ideas.

Initiatives that Include Components Related to ICT:

When initiatives include components that relate to Information and Communication Technology, they must indicate consultation with the University Technology Advisory Committee (UTAC). Likewise, any plans involving technology must indicate consultation with and have the endorsement of the affected academic, support, and/or business units involved.

Criteria for Evaluating Strategic Initiatives:

The following criteria will be used by the USPC in evaluating the plans and strategic initiatives that are submitted for consideration as part of the planning process.

- Institutional impact (extent to which the proposed initiative affects the University broadly);
- Relationship to the Statement of University Directions and accompanying characteristics;
- Feasibility
 - Probability of success relative to competitors
 - Internal and external resources to sustain the initiative (e.g. ability to generate enrollment/revenue, fundraising and/or endowments, on-going grants, etc.)
 - Timing and timeline for implementation;
- Relationship to trends in the environment;
- Local, State, regional, national and international impact and visibility;
- Consideration of issues, best practices and relevant ideas raised by crosscutting committee reports;
- Collaboration among divisions, colleges, and/or other administrative units;
- Assessment plan with measurable outcomes;
- Priority (ranking) assigned by the planning unit;
- Relation to concerns expressed by accrediting bodies.

Impact of Current Budget Constraints on Strategic Initiatives:

Although we are currently planning in the context of a lean budget environment and fiscal constraints have necessitated delaying several current strategic initiatives, it is important to remember that this planning cycle impacts FY 2005-06 and FY 2006-07. The USPC encourages responsible consideration of costs associated with strategic initiatives and especially encourages not only requesting budget assistance from the University strategic planning funds but also reallocation of existing administrative unit budgets, sharing costs among several collaborating units, and seeking external funding to assist in supporting strategic initiatives.

Format and packaging of the plan:

Each planning document from an Administrative Unit will consist of six sections (see page 6) plus attached strategic initiatives: (1) a description of the Administrative Unit; (2) a description of the unit's planning process; (3) a statement of the mission and goals of the Administrative Unit; (4) an analysis of external trends, opportunities, and threats; (5) an analysis of internal strengths and challenges; (6) an executive summary of the strategic initiatives proposed by the Administrative Unit; and an attachment of the proposed strategic initiatives, listed according to priority and described in detail according to the guidelines that

follow on pages 7-9. Note that the USPC expects all plans to adhere to the following substantive and formatting guidelines:

- Consultation with parties that should/must be collaborators/partners for an initiative to succeed must be reflected.
- Where appropriate, strategic initiatives must reflect that issues identified by crosscutting committees were considered in developing the initiative.
- Strategic initiatives must include a specific description of outcome measurements. These are especially important as we put in place processes to document progress toward accomplishing institutional goals for the Higher Learning Commission's Academic Quality Improvement Program (AQIP) reaccreditation process.
- Plans and proposed initiatives that are incomplete may not be considered.
- Initiatives that are not ranked may not be considered.
- Budgets should be fully developed using the form on page 9.

In addition to following explicitly the attached formats for the Strategic Plan and Strategic Initiatives, be sure to submit one copy of the plan and initiatives on 8.5 x 11 inch white paper fastened with a paper clip (suitable for photocopying) and one copy stapled in the upper left corner). Do not attach appendices, brochures, photographs, etc. Only attach the narratives describing the strategic initiatives, in rank order. Do not bind; do not provide covers; do not include in a three ring binder, etc. In addition to the two hard copies, submit a copy of your plan and initiatives on a zip disk using Microsoft Word Rich Text Format to the Strategic Planning office, 200 Boone Hall.

**OUTLINE FOR
ADMINISTRATIVE UNIT/COLLEGE STRATEGIC PLAN**

(No longer than 10 pages exclusive of attached Strategic Initiatives)

Administrative Unit/College

Date

Signature of Administrator/Dean

Signature of Vice President

I. Administrative Unit/College Description

Provide a factual description of the administrative unit and relationship to other components of the University. Include relevant facts such as an organizational chart, enrollment patterns (for instructional units), program offerings, budgets, number of employees, etc.

II. Administrative Unit Planning Process

How did your unit go about planning? What process occurred and who was involved?

III. Administrative Unit/College Mission and Goals

Given the University Mission, Values, Guiding Principles and University Directions, identify the mission, vision and goals of the administrative unit/college.

IV. External Analysis

Include those external trends (outside the administrative unit/college and/or outside the University), including trends in the academic disciplines, that represent opportunities (or threats) for the administrative unit/college.

V. Internal Analysis

Describe and analyze internal strengths that are particularly relevant to the opportunities identified in the external environment. Internal challenges should be addressed in the context of the ability of the administrative unit to address specific external opportunities.

VI. Executive Summary of Proposed Administrative Unit/College Strategic Initiatives

Concisely describe the strategic initiatives identified by the administrative unit that address the findings in sections III and IV above. In particular, describe . . .

- a. how the initiatives support and advance one or more of the directions described in the “Statement of University Directions,”
- b. how the initiatives support the unit/college vision and goals,
- c. how the initiatives relate to issues and best practices identified by crosscutting committees,
- d. how the initiatives allow the University and administrative unit to be measurably more effective in the next five to seven years.

Attach each proposed strategic initiative **ranked in priority order** (highest priority first) and according to the format specified in the “Outline for Proposed Strategic Initiatives” on pages 7-9. In order to be considered fully, initiatives must be ranked.

OUTLINE FOR PROPOSED STRATEGIC INITIATIVE

- Directions: (1) Complete the following narrative outline for each proposed strategic initiative.
(2) Complete the Summary of Resources for each initiative.
(3) Be sure to rank order all strategic initiatives (rank #1=highest priority).
(4) In rank order, attach the strategic initiatives to the Administrative Unit/College Strategic Plan.

Administrative Unit/College

Date

Title of Initiative

Priority Rank

Signature of Administrator/Dean

Signature of Vice President

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:
Describe the strategic initiative concisely to provide non-specialists with an understanding of what you are proposing and why, what outcomes this initiative will achieve, and the expected impact. Include a timeline for implementation of the strategic initiative.
2. Strategic University Direction(s) Supported by Proposed Initiative:
Describe how this initiative supports one or more of the strategic University directions described in the “Statement of University Directions.”
3. Administrative Unit/College Goal(s) Supported by Initiative:
Describe how this initiative supports specific administrative unit's vision and goals.
4. Other Supporting Information:
Identify external opportunities and internal strengths that support the initiative, competitors, relevance to new academic frontiers in the disciplines, and relevance to the environmental scan. Explicitly link the proposed strategic initiative to the external and internal analyses from the appropriate planning document(s).

IMPLEMENTATION AND OUTCOMES

5. Strategies for Pursuing Initiative:
List, in priority order (highest priority first), the specific actions and means that can or should be utilized to implement the proposed initiative.

6. Outcome Measures:

Describe the outcome measures that will be used to evaluate the success of the proposed initiative. Outcomes must be specific and measurable and would typically include quantity measures, quality measures, and/or productivity measures.

7. Projected Semester Credit Hour Production:

For proposed new degree programs or academic certificates and initiatives, estimate the number of new courses as well as the number of semester credit hours to be produced, by year, for the entire period of the initiative. Estimate only the number of semester credit hours produced in courses in the proposed degree or certificate program.

RESOURCES

8. Projected Expenditures to Support Initiative:

Include, by year, new personnel, fringe benefits, SS&M, travel, equipment (including computer equipment, and support/maintenance costs), library resources, new construction, and facility renovation costs. Estimated expenditures should be realistic and couched in today's dollars throughout the entire period and should include only those expenses that are in addition to costs incurred to support current programs.

9. Expected Income to Support Initiative:

Include income expected from all sources, by year, including requested special funding from the State, funding from the University General Fund, contracts and grants, projected new tuition and/or fee income, and private gifts. Income should be projected in today's dollars throughout the entire period.

10. Alternative Sources of Income if New Funds are Not Available:

Identify sources and levels of income within the administrative unit's/college's control that can and will be reallocated if no new funds, or inadequate funds, materialize to support the initiative. Describe funds to be reallocated by source and year throughout the entire period.

11. Additional Space Needed to Support Initiative:

Specify the amount of additional space (in square feet) needed to support the proposed initiative, and the projected use of this space. Also, identify the existing space that can be reallocated or modified to support the initiative if no new space is available.

IMPACT IF NOT IMPLEMENTED

12. Effect on University and Administrative Unit/College if Initiative is Not Pursued:

Describe the probable or perceived result if this initiative is not implemented.

SUMMARY OF RESOURCES

(In today's dollars for all years)

EXPENSES

			Year 1	Year 2 (If applicable)	Year 3 (If applicable)
applicable)					
Budget	Fund				
Description	Code	FTE			
Personnel	1000	_____	\$_____	\$_____	\$_____
Ranked Fac F/W	1010	_____	_____	_____	_____
Ranked Fac Su	1020	_____	_____	_____	_____
Ranked Fac Sp	1030	_____	_____	_____	_____
Lect < 100%	1120	_____	_____	_____	_____
Lect 100% F/W	1130	_____	_____	_____	_____
AP10 & Above	1210	_____	_____	_____	_____
AP09 & Below	1220	_____	_____	_____	_____
PT-UAW	1230	_____	_____	_____	_____
Clerical/Sec-UAW	1270	_____	_____	_____	_____
GA-F/W	1710	_____	_____	_____	_____
Student Help Enrolled	1880	_____	_____	_____	_____
Benefits	2500	_____	_____	_____	_____
SS&M	3000	_____	_____	_____	_____
Travel	4000	_____	_____	_____	_____
Equipment	5000	_____	_____	_____	_____
Other (e.g. renovations)		_____	_____	_____	_____
Total Cost		_____	\$_____	\$_____	\$_____

SOURCES OF FUNDING FOR THE INITIATIVE

	Year 1	Year 2 (If applicable)	Year 3 (If applicable)
University Strategic Plan Funds	\$_____	\$_____	\$_____
Reallocation from within the Administrative Unit	_____	_____	_____
Grants/Contracts	_____	_____	_____
Fundraising	_____	_____	_____

Total Funds from all Sources \$ _____ \$ _____ \$ _____