

EASTERN MICHIGAN UNIVERSITY STRATEGIC PLANNING MODEL

ENVIRONMENTAL ANALYSIS

External Stakeholders

- Prospective students
- Alumni
- Customers
- Government
- Communities
- Organizations

Environment

- Benchmarking
- Analysis of data and trends
- Competitors/collaborators
- Strengths, Challenges, Opportunities, and Threats (SCOT analysis)

Internal Stakeholders

- Faculty
- Students
- Staff
- Administration
- Regents

MISSION

- What service or business is EMU in?

(might include vision, a statement or metaphor which captures the essence of the organization; values; guiding principles as overarching statements of what EMU stands for)

STRATEGIC DIRECTIONS

- Critical thrusts
 - Characteristics of the directions
 - Focus
- (Usually a 5-7 year timeframe)

STRATEGIC GOALS

- What should be accomplished to move EMU in one or more of its directions?
(Usually a 2-3 year timeframe)

STRATEGIC OBJECTIVES

- What needs to be accomplished to meet the goals?
 - Strategies to Achieve Objectives
 - Achievable Results
 - Measurable
- (Usually 1 year or less timeframe)

STRATEGIC INITIATIVES/ACTION PLANS

- Strategic initiatives that follow from goals and objectives
 - What, when, how, and related costs
 - Tactics

IMPLEMENTATION

- Who is responsible?
- Timeline for completion
 - Do it
- Measure progress