

Eastern Michigan University

Strategic Plan Update

March 31, 2015



Process: How did we get here?

**Institutional Strategic
Planning Council (ISPC):**

40+ meetings since 2011

Faculty Senate Input:

14 meetings since 2011

**Campus forums with
President Martin:**

6 events in 2014

**Campus messages
from the President:**

Nov. 2011, July 2013, April 2014

Board of Regents:

*June 2013 approval of Mission,
Vision, and Core Values*

ISPC Members

Sue Martin: President

Sharon Abraham: Director of Diversity/
Affirmative Action

Jessica Alexander: Assoc. Professor, CMTA

Colin Blakely: Department Head, Art

Jim Carroll: Assoc. Provost, Research &
Administration

Ted Coutilish: Assoc. Vice President, Marketing

Matthew Evett: Professor, Technology Studies;
Faculty Senate

Tara Lynn Fulton: Dean, University Library

Ellen Gold: Asst. Vice President,
Student Well Being

Raouf Hanna: Emeritus Faculty, Economics

John Koolage: Assoc. Professor,
History & Philosophy

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Philosophy

Walter Kraft: Vice Pres., Communications

Judith Kullberg: Assoc. Prof., Political Science

Desmond Miller: Student Gov't President

Murali Nair: Dean, College of HHS

Bin Ning: Asst. Vice President & Exec.
Director of IRIM

Alexandra (Sandy) Norton: Professor,
English Language & Literature

Carl Powell: Asst. Vice President & CIO

Christian Spears: Deputy Athletic Director

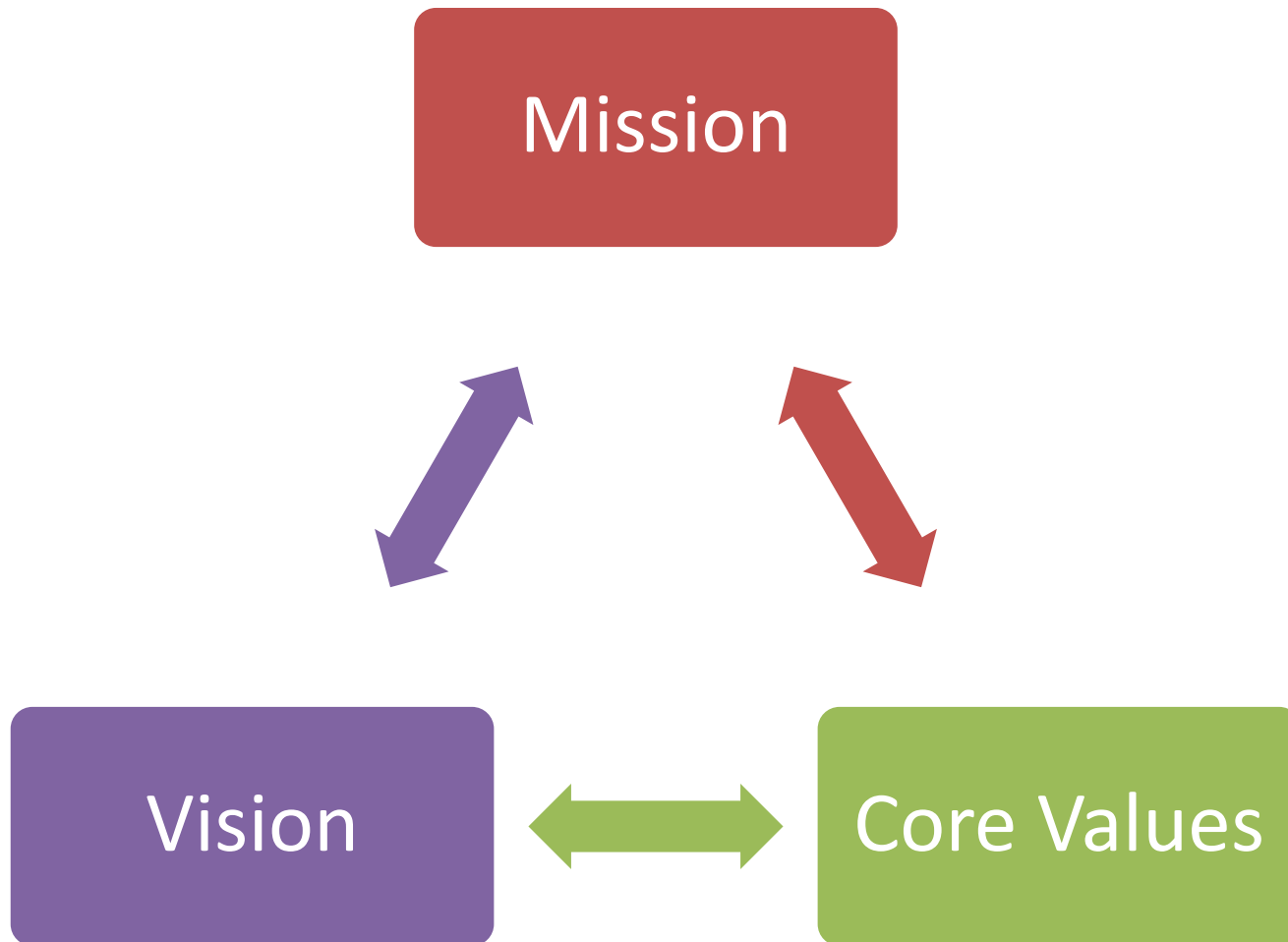
David Turner: Vice President for Univ. HR

Mike Valdes: Chief Financial Officer

Casey Wooster: President's Office

http://www.emich.edu/strategicplan/council_members/

Mission, Vision and Values



Mission, Vision and Values

MISSION

EMU enriches lives in a supportive, intellectually dynamic and diverse community. Our dedicated faculty balance teaching and research to prepare students with relevant skills and real world awareness. We are an institution of opportunity where students learn in and beyond the classroom to benefit the local and global communities.

VISION

Eastern Michigan University will be a premier public university recognized for student-centered learning, high quality academic programs and community impact.

Mission, Vision and Values

CORE VALUES

Excellence- We provide an exceptional environment to our faculty, staff, and students. We improve our performance continuously and strive to be the best in everything we do.

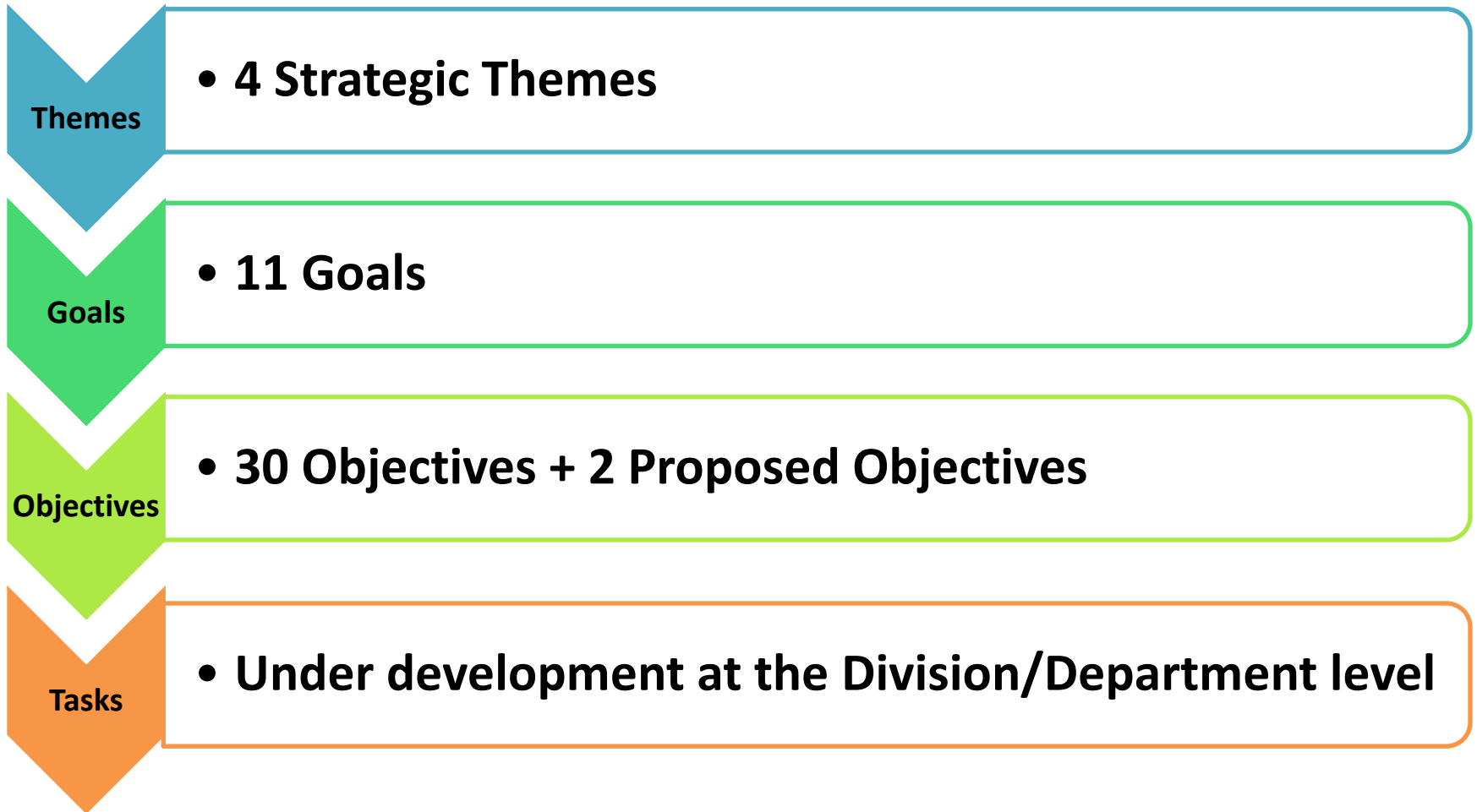
Respect- We care for our people, communities and the environment and show respect for the dignity of the individual.

Inclusiveness- We create an environment that supports, represents, embraces and engages members of diverse groups and identities.

Responsibility- We are accountable – individually and in teams – for our behaviors, actions and results. We keep commitments.

Integrity- Integrity and transparency are critical to our institutional effectiveness. We pursue the highest level of personal, intellectual, academic, financial and operational integrity within the University community.

Strategic Themes, Goals & Objectives



Strategic Themes

1. Student Engagement & Success

→ 3 Goals → 7 Objectives

2. High Performing Academic Programs and Quality Research

→ 3 Goals → 11 Objectives

3. Institutional Effectiveness

→ 3 Goals → 8 Objectives + 1 Proposed Objective

4. Service and Engagement

→ 2 Goals → 4 Objectives + 1 Proposed Objective

Proposed Changes to Objectives & Goals

Based on input from the campus community...

Goal #3.1 (Institutional Effectiveness): Foster a diverse, ethical, safe, and respectful workplace that supports the University's mission.

Proposed Objective 3.1.5 (Institutional Effectiveness): Continue to implement measures to enhance the safety of the campus and surrounding community.

Proposed New Objective 4.2.3 (Service and Engagement): Design and implement evaluation tools to assess community perceptions of, and the University's impact on, the surrounding community.

Tasks

- **Divisions and departments are developing individual Tasks consistent with the Strategic Themes, Goals, and Objectives**
 - Academic & Student Affairs → TASK LIST COMPLETED
 - Other divisions → TASK LIST NEARLY COMPLETED
- **Local control**
 - Tasks are developed & implemented at the department-level
- **Proposed tasks requiring funding will go through normal budget process**

Sample Task

Example- Enrollment Management

- **1.2.2:** “Connect students through existing structures to resources that will support student well-being across the University (e.g., academic, social, physical, emotional, financial)”
 - **Task:** Develop outreach and personalized counseling for students who are on the edge of maintaining financial aid eligibility (completion rate of 67-70% and/or GPA 2.0-2.49)
 - **Metric:** Improved GPA and/or completion rates, as well as persistence & retention for students in the defined range
 - **Process Owner:** Director of Financial Aid
 - **Timeline:** 2015

What does success look like?

Example: Quality Initiative (QI) to improve Academic Advising

- **Approved by Higher Learning Commission (HLC) as part of accreditation process**
- **Cited on HLC website as a good example of what institutions are doing to improve student learning!**
 - <http://qi.hlcommission.org/Proposals/eastern-michigan-university.html>
- **Implementation began October 2014**
 - **Phase 1 of 3 completed (collecting & analyzing initial data)**
- **Strategic Plan Goal 1.2: “Develop a comprehensive and systematic approach to improve services and processes that enhance student persistence and graduation”**

Next Steps

- **Administrative divisions completing their Task list**
- **Academic & Student Affairs has begun work on individual Tasks**
- **Websites will be updated with applicable Plan information and sample Tasks**
- **Incorporate Tasks into the new HR employee evaluation system over the next 6-18 months**

Eastern Michigan University

Financial State of EMU

March 31, 2015



Overview:

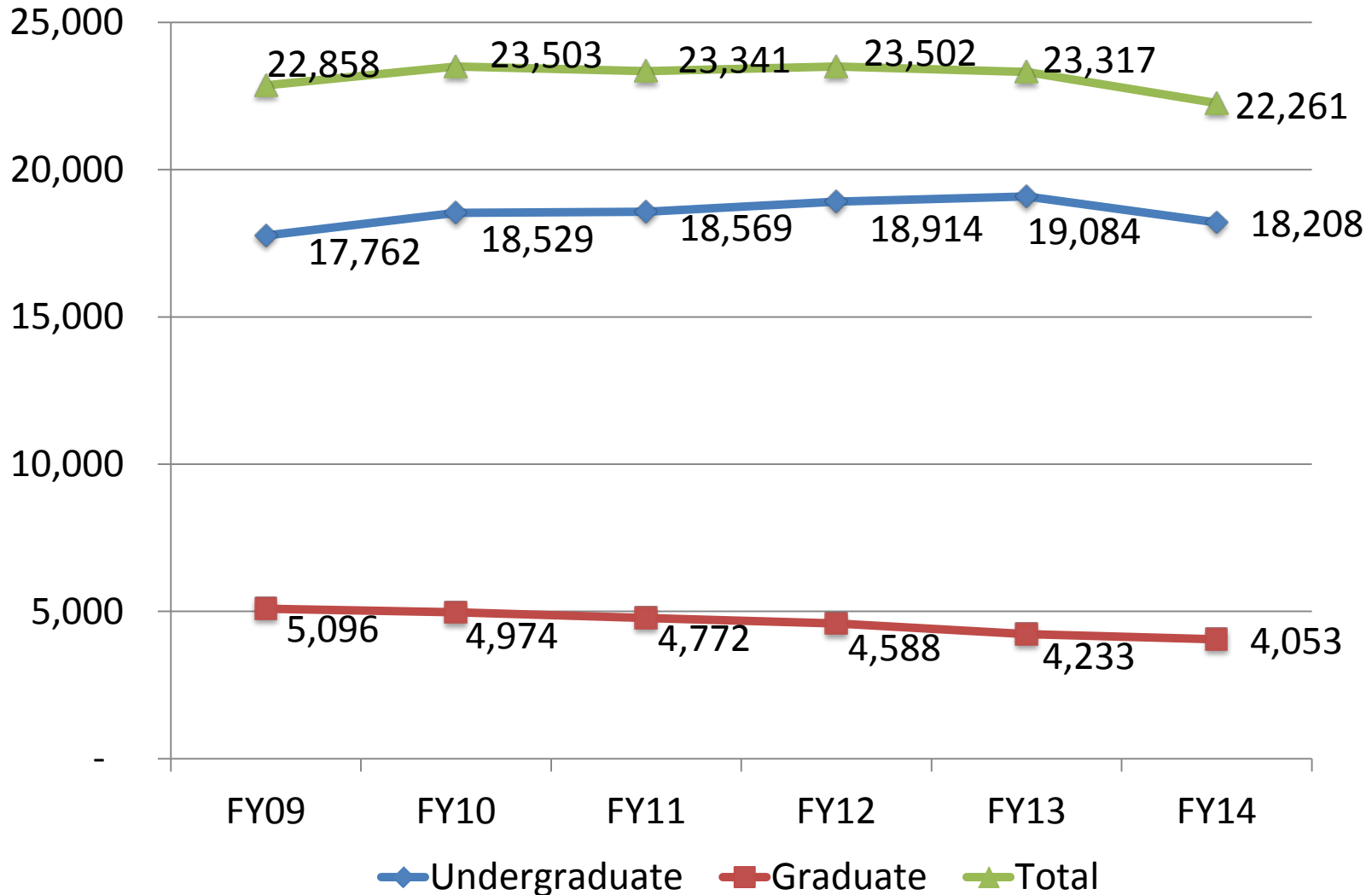
1. Discuss Financial Environment of EMU
2. Review recent EMU Key Metric Performance
3. Provide context for organizational needs
4. Share perspective of external agencies

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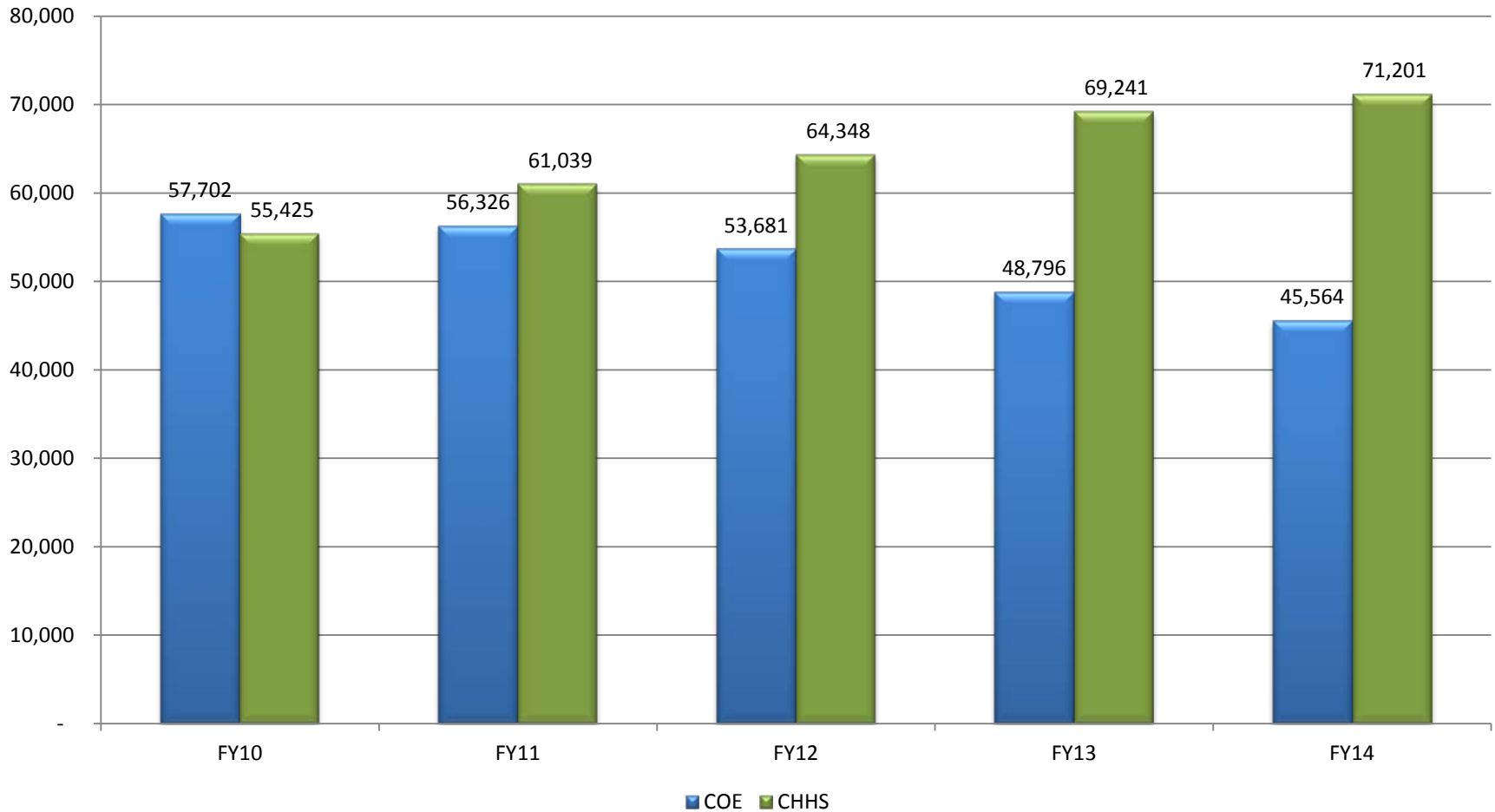
Student Credit Hour History



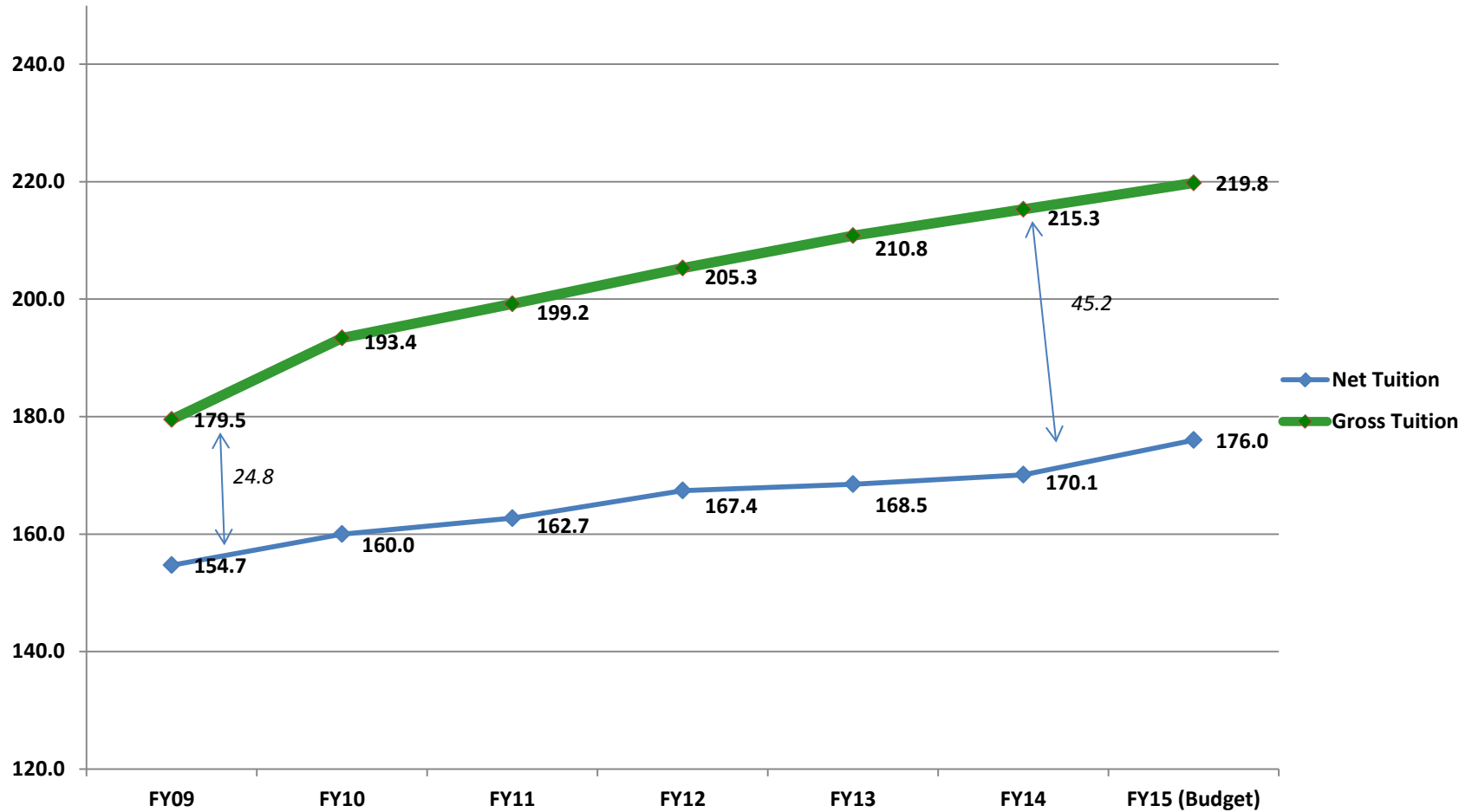
Student Headcount



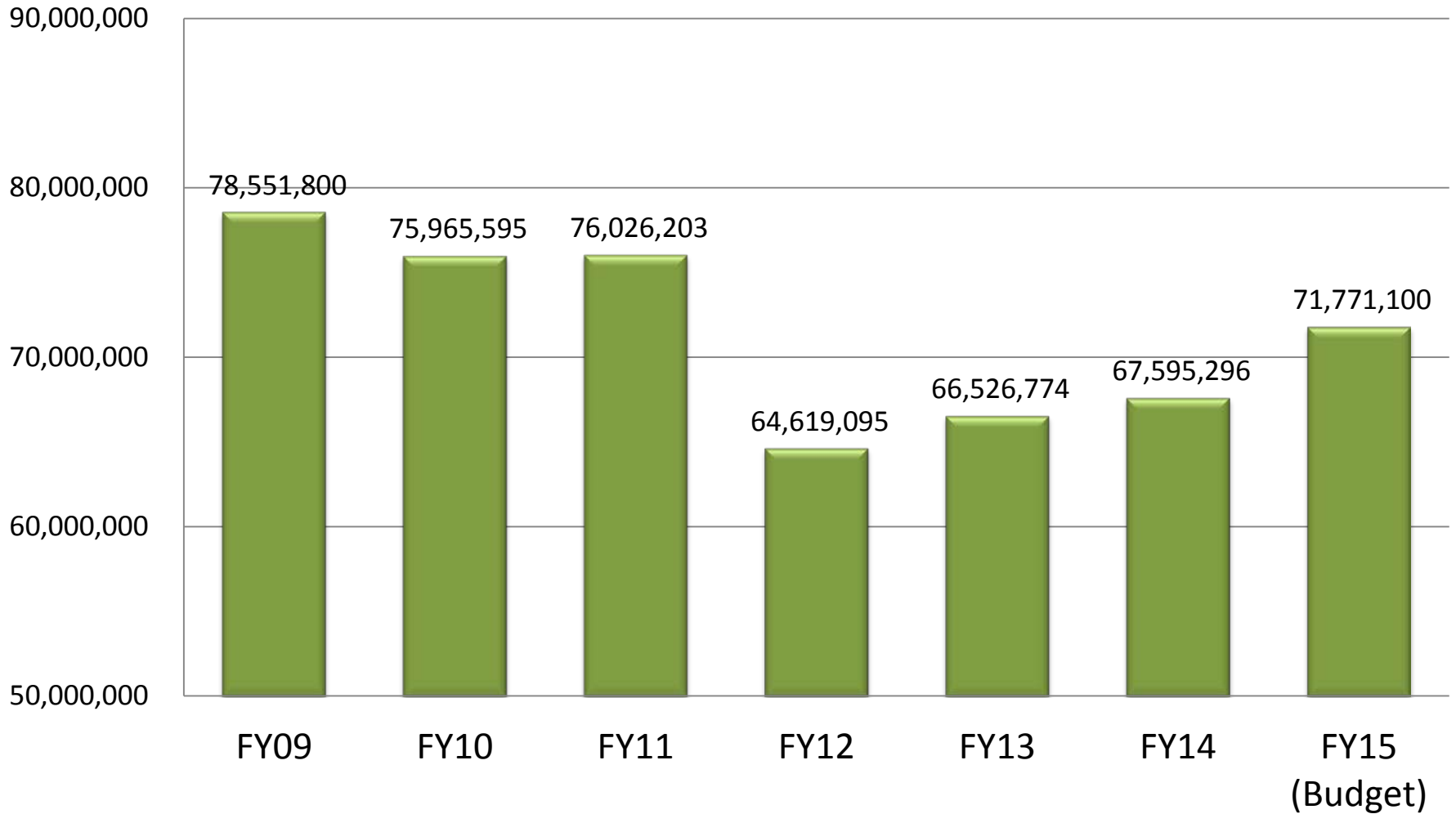
CHHS & COE – Shifting Mix



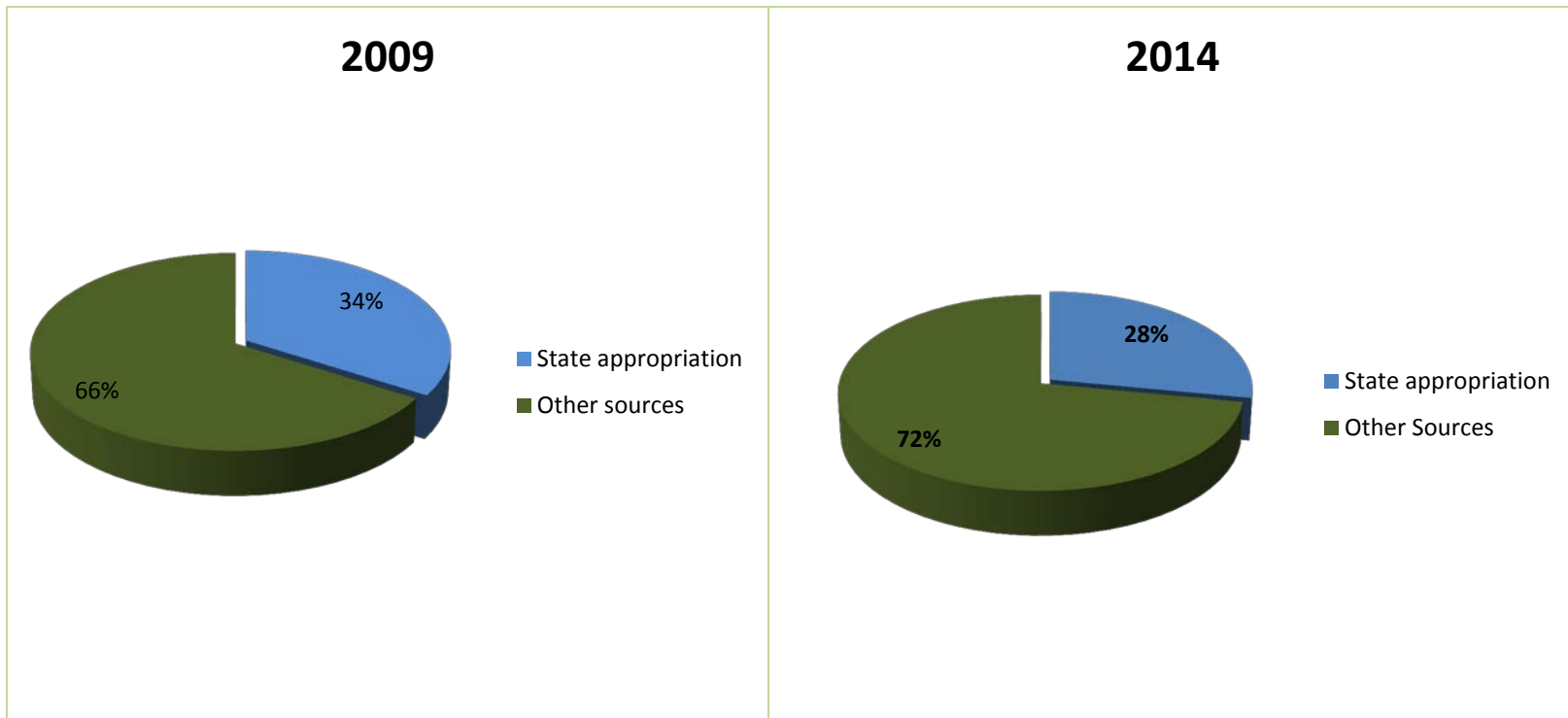
Net vs. Gross Tuition History



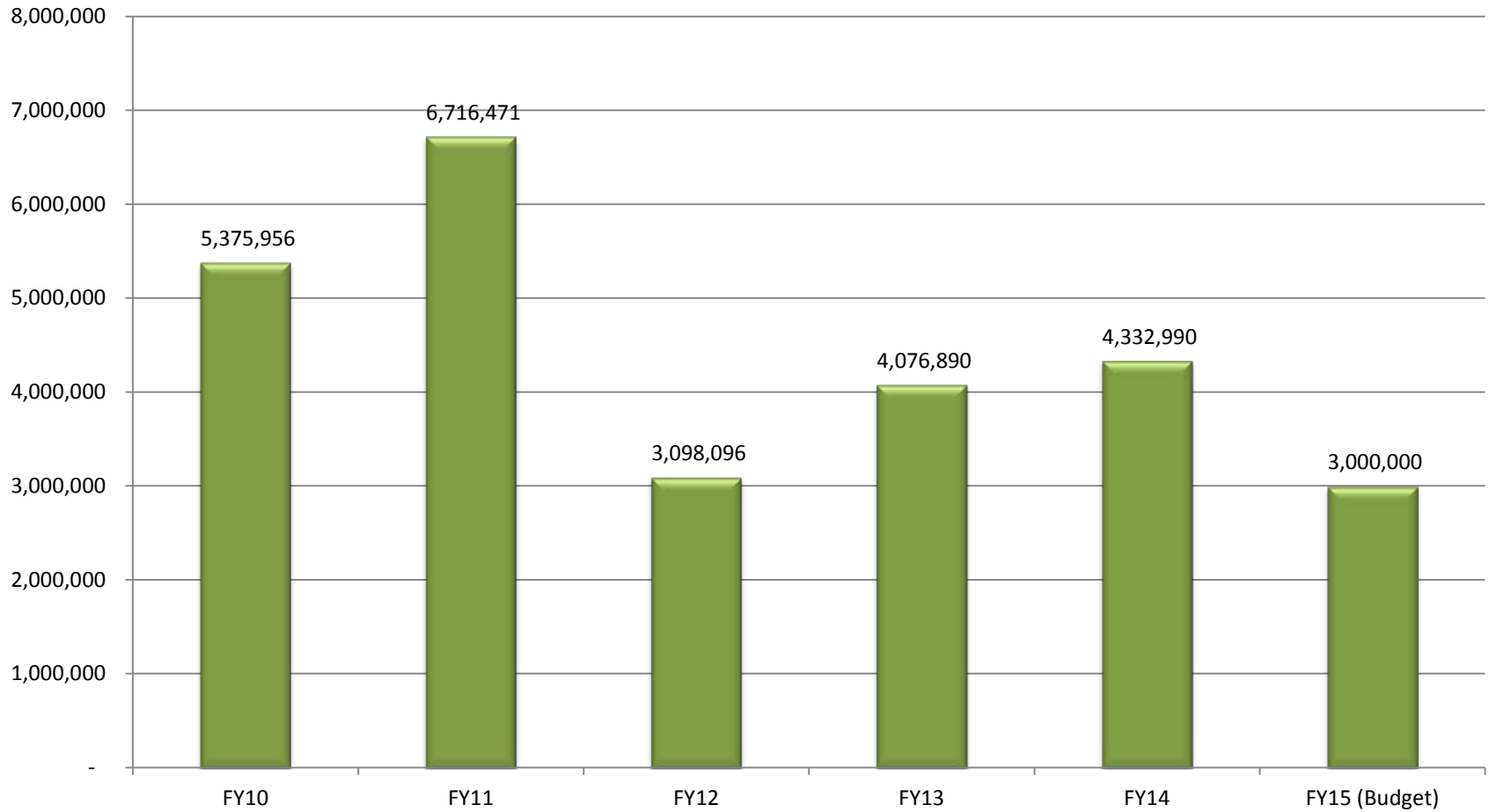
State Appropriations History



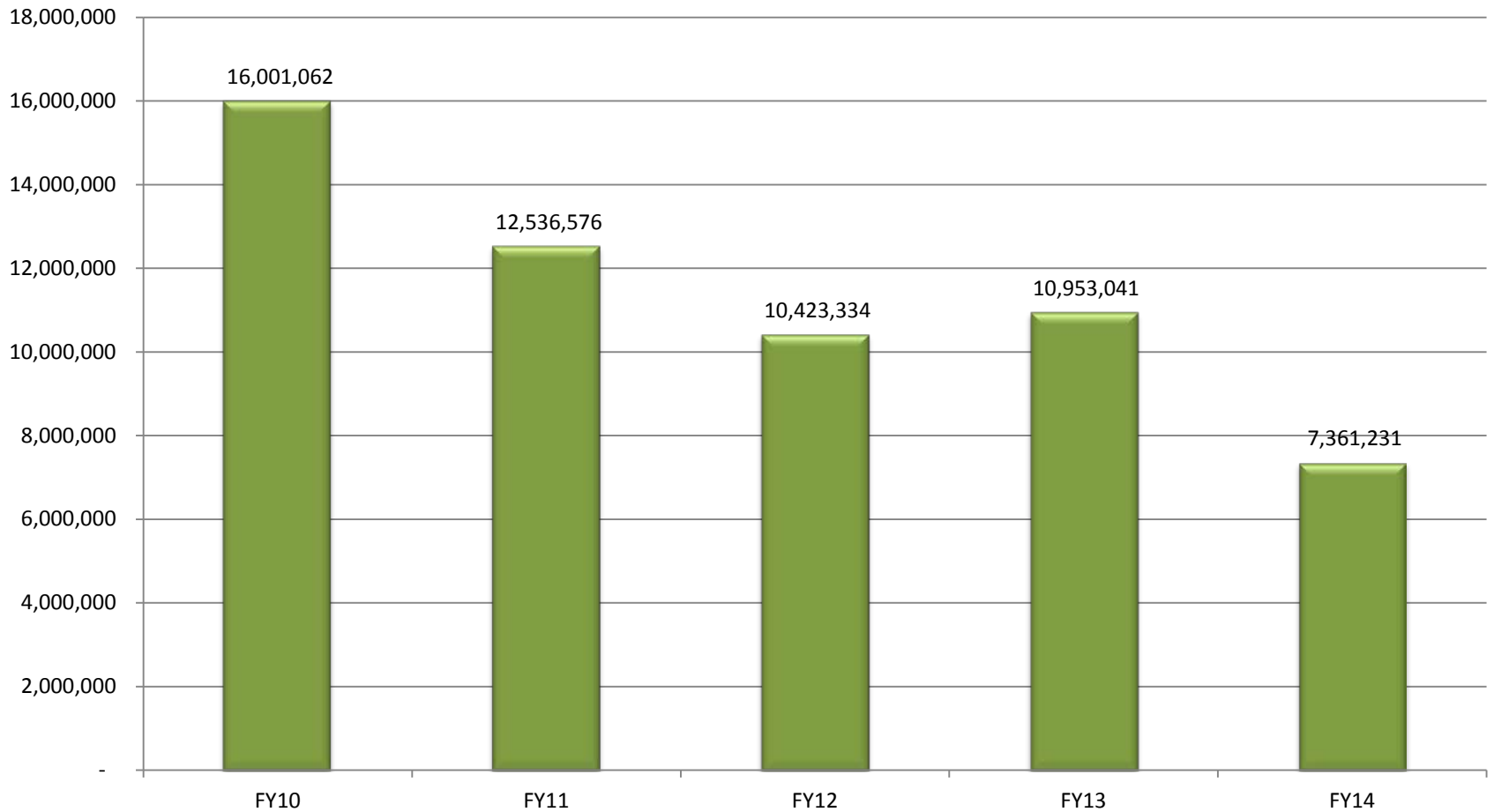
State Appropriation - Percentage of Revenues



Investment Income Trends

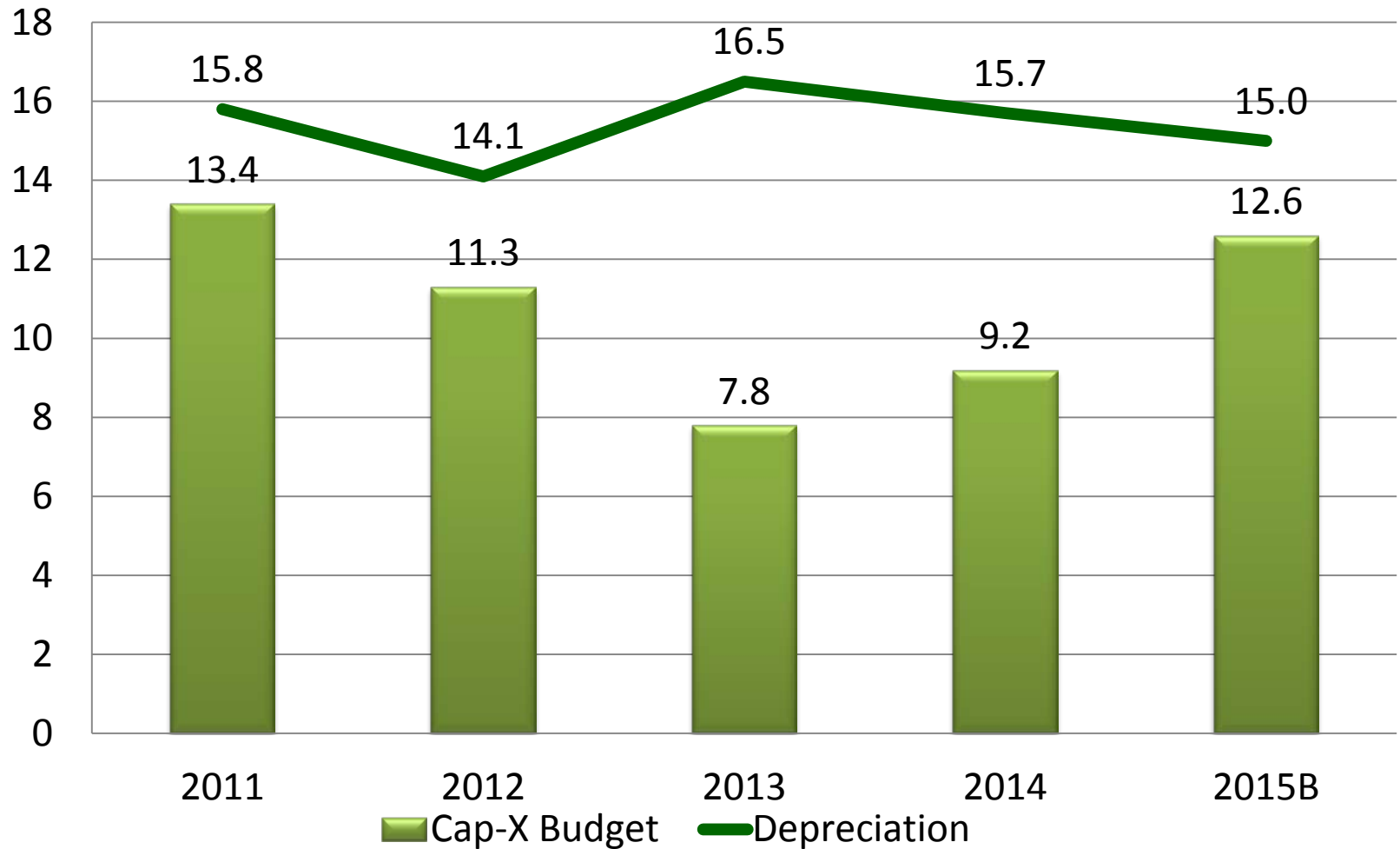


History of Sponsored Awards



Cap X/Depreciation Trends

\$Millions



University Reserves

\$ Millions



Key Ratios

	<u>FY09</u>	<u>FY14</u>
Primary Reserve (Res./Exp.)	24%	9%
Viability Ratio (Res./Debt)	30%	13%
Net Income (Rev./Exp.)	<u>1.7%</u>	<u>(1.3%)</u>
Composite Score	2.7	1.5

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Rating Agencies

<u>Agency</u>	<u>Rating</u>	<u>Outlook</u>
Moody's	A1	Negative
S & P	BBB+	Stable

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Agency Comments

- **Challenges**
 - **Little Financial Flexibility**
 - **Operating performance is weak**
 - **Continued long-term capital and deferred maintenance needs**
 - **Mostly in-state students with a decreasing demographic in Michigan**
 - **Increased Pension costs**
 - **Diminished state funding environment**

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Agency Comments

- **Opportunities**

- **Serves an important economic role in the State of Michigan, enrolling over 17,000 FTE students in a diverse array of programs.**
- **Recently stabilized enrollment**
- **MGMT uses conservative budgeting and engages in periodic program review.**
- **Ability to reallocate resources away from low demand programs to higher demand programs.**
- **Historical positive operating performance on a cash basis.**
- **Several years of capital investment enhances the University's competitive position.**
- **Ongoing financial support from the State, albeit reduced.**
- **Manageable maximum annual debt service.**



We value your input!

- Budget presentation online:

<http://www.emich.edu/busfin/budgetforums.php>

- Strategic Plan website:

www.emich.edu/strategicplan/

- Strategic Plan comments are welcome:

emu_ispc@emich.edu

Questions?



Thank you!