Eastern Michigan University Strategic Plan

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.

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:

- Student Engagement and Success
- High Performing Academic Programs and Quality Research
- Institutional Effectiveness
- Service and Engagement

Additional information about Eastern Michigan University’s Strategic Plan, including goals and objectives, background on the strategic planning process, members of the Institutional Strategic Planning Council, and other resources can be found on the University’s strategic planning website at www.emich.edu/strategicplan.
<table>
<thead>
<tr>
<th>Student Engagement and Success</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1</strong>: Create and expand purposeful learning opportunities inside and outside classrooms, in the community and globally.</td>
</tr>
<tr>
<td>1.1.1: Document, review and continue to expand field experiences (internships, practicum, co-op activities), leadership trainings, academic service learning, community engagement, and other learning opportunities across the University and beyond.</td>
</tr>
<tr>
<td>1.1.2: Continue to strengthen and cultivate distinctive and compelling experiences through undergraduate research programs and interactions with faculty.</td>
</tr>
<tr>
<td><strong>Goal 2</strong>: Develop a comprehensive and systematic approach to improve services and processes that enhance student persistence and graduation.</td>
</tr>
<tr>
<td>1.2.1: Identify, design and implement seamless connections among academic/non-academic programs and services that facilitate student persistence and graduation.</td>
</tr>
<tr>
<td>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).</td>
</tr>
<tr>
<td>1.2.3: Use technology to optimize the delivery of student services.</td>
</tr>
<tr>
<td><strong>Goal 3</strong>: Prepare students to successfully and meaningfully interact with people from diverse backgrounds.</td>
</tr>
<tr>
<td>1.3.1: Support students in becoming actively engaged global citizens with strong cultural awareness.</td>
</tr>
<tr>
<td>1.3.2: Build a University culture in which respect, responsibility, pride and diversity are valued, encouraged and celebrated.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>High Performing Academic Programs and Quality Research</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1</strong>: Provide students with high-quality instruction and learning experiences.</td>
</tr>
<tr>
<td>2.1.1: Recruit and retain talented faculty.</td>
</tr>
<tr>
<td>2.1.2: Ensure the General Education program meets the needs of students to thrive in society.</td>
</tr>
<tr>
<td>2.1.3: Ensure faculty and instructors are supported to keep up with pedagogical and technological advances in the classroom and online.</td>
</tr>
<tr>
<td>2.1.4: Create and support innovative academic programs and pedagogy.</td>
</tr>
<tr>
<td>2.1.5: Ensure classrooms are equipped with appropriate equipment and resources.</td>
</tr>
<tr>
<td><strong>Goal 2</strong>: Increase research to attract external funding and improve student education, with a focus on graduate education.</td>
</tr>
<tr>
<td>2.2.1: Increase research and creative activities.</td>
</tr>
<tr>
<td>2.2.2: Increase sponsorship of academic research and creative activities (grants, endowments, etc.).</td>
</tr>
<tr>
<td>2.2.3: Systematically address staffing and costs of scholarship (lab equipment, data curation, library costs).</td>
</tr>
<tr>
<td><strong>Goal 3</strong>: Ensure there are systematic processes in place to create, maintain or expand programs.</td>
</tr>
<tr>
<td>2.3.1: Develop a process for identifying programs to be created, expanded or maintained.</td>
</tr>
<tr>
<td>2.3.2: Encourage growth of successful existing programs and reallocate resources from programs that have outlived their usefulness or can be right-sized.</td>
</tr>
<tr>
<td>2.3.3: Create a framework for the development of new academic programs that meet community/regional and market needs.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Institutional Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1</strong>: Foster a diverse, ethical, safe and respectful workplace that supports the University’s mission.</td>
</tr>
<tr>
<td>3.1.1: Develop and recruit leadership that reflects the diversity of the student body.</td>
</tr>
<tr>
<td>3.1.2: Encourage leaders to model ethical behavior.</td>
</tr>
<tr>
<td>3.1.3: Support employees in becoming actively engaged citizens with strong cultural awareness.</td>
</tr>
<tr>
<td>3.1.4: Facilitate effective, timely and transparent communication among University stakeholders.</td>
</tr>
<tr>
<td>3.1.5: Continue to implement measures to enhance the safety of the campus and surrounding community.</td>
</tr>
<tr>
<td><strong>Goal 2</strong>: Improve our processes and resource allocation to enhance operational effectiveness and fiscal stewardship.</td>
</tr>
<tr>
<td>3.2.1: Examine University processes for improvement and functional realignment, and implement resource allocation to improve performance.</td>
</tr>
<tr>
<td>3.2.2: Invest in professional development and formulate an institutional knowledge management program to support succession planning.</td>
</tr>
<tr>
<td><strong>Goal 3</strong>: Establish a culture of innovation by recognizing and rewarding new or creative processes and initiatives.</td>
</tr>
<tr>
<td>3.3.1: Establish mechanisms to encourage and support effective innovation.</td>
</tr>
<tr>
<td>3.3.2: Establish division/departments goals and incentives for innovative revenue generation and cost reduction.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service and Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1</strong>: Enhance community partnerships with EMU.</td>
</tr>
<tr>
<td>4.1.1: Enhance and disseminate Academic Service – Learning opportunities.</td>
</tr>
<tr>
<td>4.1.2: Create institutional infrastructure and leverage EMU resources and talent to serve the community and Michigan as a whole.</td>
</tr>
<tr>
<td><strong>Goal 2</strong>: Improve community perceptions of EMU.</td>
</tr>
<tr>
<td>4.2.1: Effectively utilize University activities (including athletic and arts related activities, etc.) as vehicles toward engaging the community and improving perceptions of EMU.</td>
</tr>
<tr>
<td>4.2.2: Institute activities and procedures to ensure environmental sustainability and awareness at EMU.</td>
</tr>
<tr>
<td>4.2.3: Design and implement evaluation tools to assess community perceptions of, and the University impact on, the surrounding community.</td>
</tr>
</tbody>
</table>
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 Coitilish: 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
John Koolage: Assoc. Professor, History & 
    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

- 4 Strategic Themes
- 11 Goals
- 30 Objectives + 2 Proposed Objectives
- Under development at the Division/Department level

Strategic Themes

1. Student Engagement & Success
   \[3 \text{ Goals} \rightarrow 7 \text{ Objectives}\]

2. High Performing Academic Programs and Quality Research
   \[3 \text{ Goals} \rightarrow 11 \text{ Objectives}\]

3. Institutional Effectiveness
   \[3 \text{ Goals} \rightarrow 8 \text{ Objectives} + 1 \text{ Proposed Objective}\]

4. Service and Engagement
   \[2 \text{ Goals} \rightarrow 4 \text{ Objectives} + 1 \text{ Proposed Objective}\]
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](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

We value your input!

➢ Strategic Plan website:
   www.emich.edu/strategicplan/

➢ Strategic Plan comments are welcome:
   emu_ispc@emich.edu