

EMU Strategic Planning – Workshop 7

Review and refinement of goals and objectives

Date & Time: April 25th, 2013, 9 am to 11 am EST

Location: Room 205, Welch Hall

Attendees:

Participants	Organization
Dr. Sue Martin	EMU
Dr Raouf Hanna	EMU
Matthew Evett	EMU
Walter Kraft	EMU
Ted Coutilish	EMU
James Gallaher	EMU
Ellen Gold	EMU
John Lumm	EMU
Matthew Norfleet	EMU
Sandy Norton	EMU
John Koolage	EMU
Judith Kullberg	EMU
Casey Wooster	EMU
Colin Blakely	EMU
John Lumm	EMU
Murali Nair	EMU
Carl Powell	EMU
Melody Reifel Werner	EMU
Tara Lynn Fulton	EMU
Mike Fox	EMU
Jim Carroll	EMU
Loren Osgood	Deloitte
Gauri Anand	Deloitte

Agenda

- Review of outputs of Workshop 6 on 24th April.
- Refinement of goals and objectives, language and content.
- Discussion on next steps.

Discussion Items:

- All outputs from Workshop 6 were reviewed and refined. Outputs given below:
 - **Student Engagement and Success**
 - **Goal 1:** Create and expand purposeful learning opportunities inside and outside classrooms, in the community and globally.
 - **Objective 1.1:** Document, review and continue to expand field experiences (internships, practicum, co-op activities), leadership trainings, service learning, community engagement, and other learning opportunities across the university and beyond.

- **Objective 1.2:** Continue to strengthen and cultivate distinctive experiences through undergraduate research programs.
- **Goal 2:** Develop a comprehensive and systematic approach to improve services and processes that enhance student persistence and graduation.
 - **Objective 2.1:** Identify, design and implement seamless connections between non-academic programs and services that facilitate student persistence and graduation.
 - **Objective 2.2:** Connect students through existing structures to resources that will support student well-being across the university. (e.g. social, physical, emotional, financial etc.)
 - **Objective 2.3:** Optimize use of technology to deliver services for students.
- **Goal 3:** Prepare students to successfully and meaningfully interact with people from all backgrounds.
 - **Objective 3.1:** Support students to become actively engaged citizens with strong cultural awareness.
 - **Objective 3.2:** Build a university culture in which respect, responsibility, student pride and diversity are valued and celebrated.
- **High Performing Academic Programs and Quality Research**
 - **Goal 1:** Ensure there are systematic processes in place to identify programs to be created, expanded and maintained.
 - **Objective 1.1:** Develop a process for identifying programs to be created, expanded and maintained that serve a demonstrated need of the community/region. (as well as programs that have outlived their usefulness or can be right sized)
 - **Objective 1.2:** Ensure the GenEd program meets the needs of the community.
 - **Objective 1.3:** Encourage growth of successful programs.
 - **Objective 1.4:** Create a framework for the development of new academic programs that meet market needs (Deloitte market analysis).
 - **Goal 2:** Encourage research to increase external funding and improve student education, with a focus on graduate education.
 - **Objective 2.1:** Increase sponsorship of programs (grants or endowments).
 - **Objective 2.2:** Increase research and creative work.
 - **Goal 3:** Continuously address growing staffing and infrastructure costs of research and scholarship (lab equipment, data curation, library costs).
 - **Objective 3.1:** Ensure classrooms are equipped with appropriate equipment and resources.
 - **Goal 4:** Provide students with high quality instruction and learning opportunities.
 - **Objective 4.1:** Ensure Faculty and instructors are supported and enabled to keep up with pedagogical and technological advances in the classroom and online.
 - **Objective 4.2:** Recruit and retain effective faculty.
 - **Objective 4.3:** Create innovative academic programs and pedagogy.
- **Institutional Effectiveness**
 - **Goal 1:** Foster a diverse, ethical, and respectful workplace with effective and transparent communications in place, that together support the university's mission.
 - **Objective 1.1:** Invest in leadership development to support leaders to model ethical behavior and strive for institutional effectiveness.

- **Goal 2:** Improve our processes and resource allocation to continuously improve operational effectiveness and fiscal stewardship.
 - **Objective 2.1:** Undertake a university-wide process improvement, functional realignment and resource allocation program to improve performance.
 - **Objective 2.2:** Develop an institutional knowledge management program to leverage existing resources.
 - **Goal 3:** Establish a culture of innovation by recognizing and rewarding new or creative quality programs and initiatives.
 - **Objective 3.1:** Establish mechanisms to facilitate innovation.
 - **Objective 3.2:** Establish division / department innovation goals (for innovative revenue generation and cost reduction).
 - **Goal 4:** Take advantage of regional opportunities and niche markets.
 - **Objective 4.1:** Invest in attracting targeted population groups.
 - **Objective 4.2:** Expand alternative delivery of courses to meet market needs.
- **Service and Engagement**
 - **Goal 1:** Enhance community partnerships and community perceptions of EMU.
 - **Objective 1.1:** Explore ways to more effectively utilize university activities (including athletic and arts related activities etc.), as a vehicle towards engaging the community and improving community perceptions of EMU.
 - **Objective 1.2:** Institute activities and procedures to ensure environmental sustainability and awareness at EMU.

Next Steps

Activity	Target Date
Touch point to complete review and refinement of goals and objectives so far	Week of 29 th April
Presentation of goals and objectives at board retreat	Friday 10 th May