



Update on CMU's Strategic Planning Process

September 2023

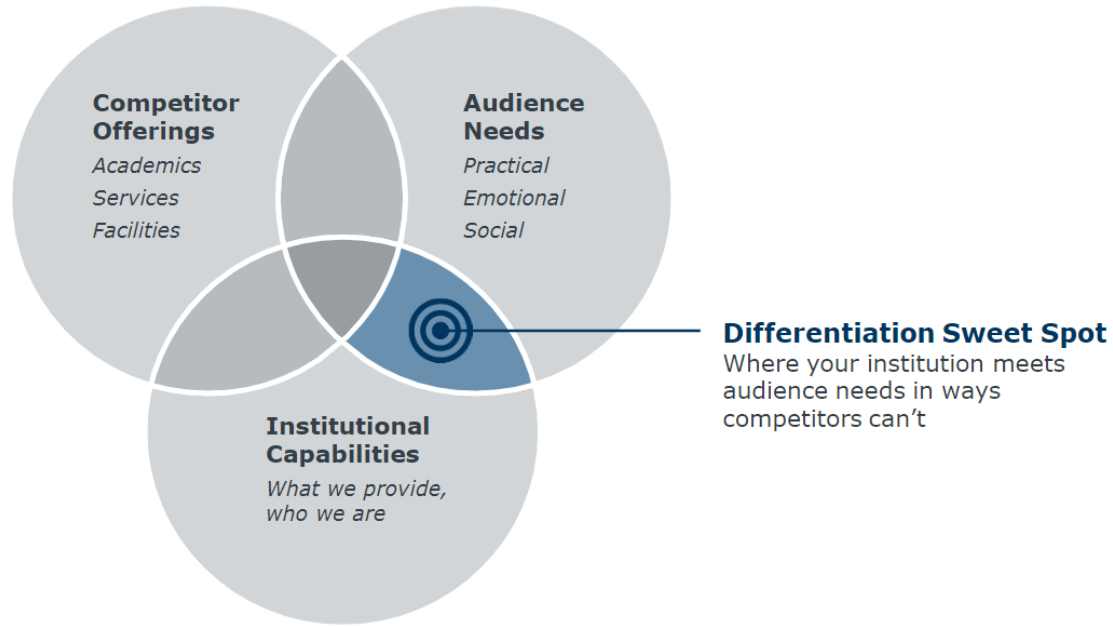


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Strategic planning structures



A focus on differentiation



Source: EAB (2022)



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How we engaged the community

- 40 engagement sessions were held between February 7th and March 27th.
- Web forms were available to all constituency groups to capture feedback during and after a session.
- Web forms were also available via a unique QR code that was displayed across campus.
- Over 200 pages, over 76,000 words, were compiled.
- Eight members of the Strategic Planning Team reviewed and distilled the data into broad themes.

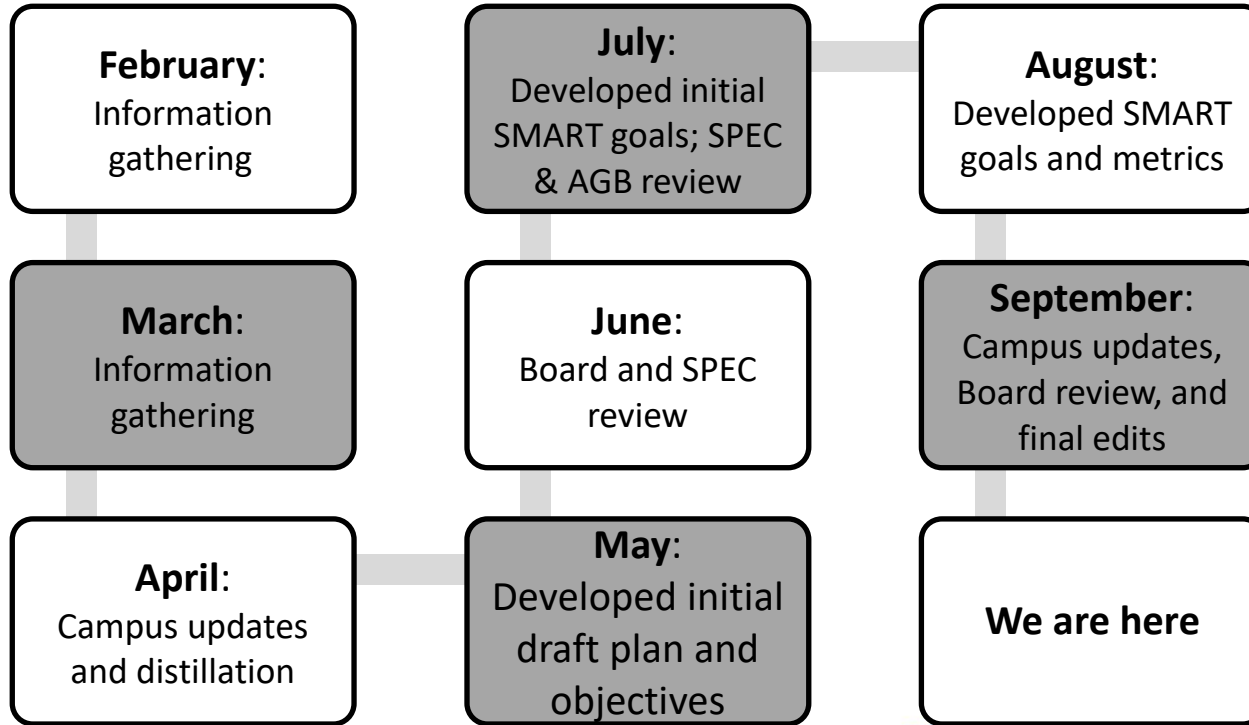


How we distilled what we heard

- Five members of the Strategic Planning Team developed an initial draft of the strategic plan, which was submitted to the SPEC.
- The Board of Trustees, SPEC, and the Association of Governing Boards had the opportunity to review and provide feedback on the draft.
- Members of the Board of Trustees, SPEC, SPT, Senior Leadership Team and other key university stakeholders developed an initial set of SMART goals and metrics.



CMU's strategic planning process



Mission, Vision, and Core Values



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Mission statement

At Central Michigan University, we are a community committed to the pursuit of knowledge, wisdom, discovery and creativity. We provide student-centered education and foster personal and intellectual growth to prepare students for productive careers, meaningful lives and responsible citizenship in a global society.

Central Michigan University is defined by the success of our students and alumni, and by our collective impact with the communities we serve.

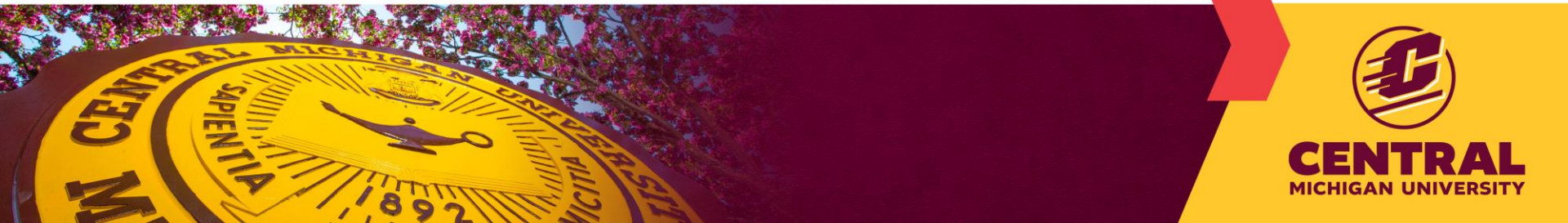


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Vision statement

Central Michigan University, an inclusive community of scholars, is a national leader in higher education inspiring excellence and innovation.

Central Michigan University will be nationally known for its focus on preparing innovators, learners, and leaders who positively impact their local and global communities.



Core values

- Integrity
 - Respect
 - Compassion
 - Inclusiveness
 - Social Responsibility
 - Excellence
 - Innovation
- Integrity
 - Respect
 - Compassion
 - Inclusiveness
 - **Equity**
 - Social Responsibility
 - Excellence
 - Innovation



Strategic priorities

1. **Inspire Student and Scholarly Success** – Prepare bold leaders and learners who innovate and adapt in a rapidly changing world.
2. **Engage Communities** – Cultivate and enrich reciprocal partnerships with university stakeholders to ensure a lasting impact in the communities we serve.
3. **Enhance Organizational Culture** – Raise our national profile as a vibrant and nurturing community where all members feel valued, empowered to thrive and experience a strong sense of belonging.
4. **Ensure Institutional Sustainability** – Embrace sustainable campus operations that ensure wise stewardship of our resources.



Strategic Priority #1: Inspire Student and Scholarly Success – Prepare bold leaders and learners who innovate and adapt in a rapidly changing world. ¹

- Objective: Engage students to lead in a rapidly changing world.
- Objective: Expand interdisciplinary opportunities to meet critical societal challenges in our local, state, and global communities.
- Objective: Create a seamless journey over a CMU learner's lifetime.
- Objective: Commit to strategically supporting and leveraging human capital and investments in research and creative endeavors that address society's grand challenges and enrich the learning opportunities for all.

1 - Objectives and goals are listed in no particular order of priority.



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Strategic Priority #1: Inspire Student and Scholarly Success – Prepare bold leaders and learners who innovate and adapt in a rapidly changing world.

- Goal: 95% of undergraduate students are employed, involved in military or volunteer service, or in graduate school within six months of graduation.
- Goal: Within 5 years, every undergraduate student will have an immersive experience in a university-approved program by the time they graduate.
- Goal: Create a program to streamline the learner experience and achieve a continued increase in the number of learners who return to CMU over their lifetime.
- Goal: Establish and implement a plan to strategically grow the research and graduate enterprise.



Strategic Priority #2: Engage Communities – Cultivate and enrich reciprocal partnerships with university stakeholders to ensure a lasting impact in the communities we serve.

- Objective: Champion the interests of rural and underresourced populations through collaborations.
- Objective: Embrace the philosophies, wisdom, and teachings of indigenous knowledge by actively partnering in reciprocal learning with the Saginaw Chippewa Indian Tribe and other tribes in the Great Lakes Region.
- Objective: Engage external stakeholders (i.e., alumni, donors, legislators, and employers) to mutually enhance the student experience and the university's impact through real-world and hands-on experiences in curricular and co-curricular efforts.
- Objective: Leverage and develop particular strengths of CMU with the needs and interests of our communities to build and sustain dynamic relationships.



Strategic Priority #2: Engage Communities – Cultivate and enrich reciprocal partnerships with university stakeholders to ensure a lasting impact in the communities we serve.

- Goal: Develop strategies to identify and enhance relationships to meet community needs, beginning with the Great Lakes Bay Region, West Michigan, and Northern Michigan.
- Goal: Increase the number of students engaging in curricular and co-curricular real-world experiences with external stakeholders to achieve a long-term goal of 80% of undergraduate students.



Strategic Priority #3: Enhance Organizational Culture – Raise our national profile as a vibrant and nurturing community where all members feel valued, empowered to thrive, and experience a strong sense of belonging.

- Objective: Develop a comprehensive value proposition for faculty and staff that is based on our Core Values and Leadership Standards.
- Objective: Establish the university as a national model of an inclusive campus that ensures unwavering exploration of all ideas, ideologies, and perspectives by promoting opportunities for creative and courageous conversations.
- Objective: Promote a campus-wide learning opportunity to acquire transferable skills that facilitate dialogue and discourse around polarizing topics without demoralization.
- Objective: To fulfill our core values, integrate the goals and recommendations of the university's Diversity, Equity, Justice, and Inclusion Strategic Plan into each academic and operational unit at the university.
- Objective: Amplify external awareness of CMU's scholarship and creative activities, creating a vibrant hub for the marketplace of ideas.
- Objective: Engage with local leaders to further a welcoming community on and off campus for all students, staff, and faculty.



Strategic Priority #3: Enhance Organizational Culture – Raise our national profile as a vibrant and nurturing community where all members feel valued, empowered to thrive, and experience a strong sense of belonging.

- **Goal:** Foster a culture in which all faculty and staff feel valued, empowered, and can realize the positive impact of their work on the university's mission.
- **Goal:** Establish campuswide (students, faculty, and staff) learning opportunities to acquire transferable skills that facilitate dialogue and discourse around polarizing topics without demoralization.
- **Goal:** Create a community relations committee of civic leaders and appropriate university stakeholders to address mutually beneficial opportunities and activities to jointly enhance the university and local communities. Goals and areas of enhancement should include: a vibrant local economy, creating a welcoming community environment for a diverse university population, and creating a welcoming campus environment for community members.



Strategic Priority #4: Ensure Institutional Sustainability – Embrace sustainable campus operations that ensure wise stewardship of our resources.

- **Objective:** Adopt agile and lean business practices that ensure efficiency, maintain a focus on solutions, and meet or exceed industry standards.
- **Objective:** Invest in and expand our operational focus on the efficient use of energy, reduction of waste and consumption, sustainable development, sustainability, and environmental responsibility.
- **Objective:** Develop and implement a comprehensive technology plan to ensure:
 - CMU is meeting the operational needs of the university; and
 - Students, faculty, and staff have access to modern technology utilized in their fields of study and work.



Strategic Priority #4: Ensure Institutional Sustainability – Embrace sustainable campus operations that ensure wise stewardship of our resources.

- **Objective:** Strategically invest in and rebalance our portfolio of educational offerings to meet current and future learner, employer, and societal needs while remaining accessible and affordable.
- **Objective:** Foster a culture of continuous improvement and informed risk-taking through reinvestment of funding into either new programs that create impact or into ideas that create efficiencies.
- **Objective:** Implement strategies for new and diversified revenue streams with a focus on enhancing advancement and fundraising activities and identifying mutually beneficial partnerships with other organizations to further the goals of CMU.



Strategic Priority #4: Ensure Institutional Sustainability – Embrace sustainable campus operations that ensure wise stewardship of our resources.

- Goal: Foster a university-wide culture of continuous improvement with a focus on:
 - Creating a system to review policies and processes that create inefficiency or stymie innovation and appoint a cross-divisional team to carry it out.
 - CMU leadership will work to develop an innovation hub to test new non-traditional educational offerings
 - Pursue additional opportunities for partnerships with other organizations to further the goals of CMU.
- Goal: Review, clarify, and revise division roles, responsibilities and organizational structure with a focus on removing barriers, improving efficiency and accountability, and enhancing customer service.
- Goal: Initiate a comprehensive review of programs targeted towards student retention.
- Goal: Develop a comprehensive plan and structure to support the launch of CMU's next capital campaign.



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What happens next?

- The Board of Trustees will review the draft strategic plan and approve it on September 28th.
- Resources will be invested to support the priorities. Annually, the budget will be reviewed to ensure alignment with the priorities.
- The Academic Vision will be finalized this semester.



Questions/Comments



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Thank you all for attending!



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