

## MISSION

To provide excellence in access and support to diverse and inspiring learners who will challenge the present and enrich the future.

## VISION

### STUDENT CENTERED

Our students are our priority in all that we do. We provide excellent service to all our students from prospects to alumni.

We pursue opportunities to further improve and support the diversity of our student experiences, and identify initiatives to improve student accessibility.

We proactively seek student input to inform our actions on initiatives which will meet their needs throughout the various stages of their educational journey.

### COLLABORATIVE PARTNER

Together, we seek to understand the strategic goals and initiatives of our partners across campus.

We are deliberate in our engagement efforts by listening, learning, and co-creating with our partners to increase efficiencies.

We are thoughtful communicators who build deep and sustainable relationships that add to our shared vision to enhance the student experience.

### TEAM ORIENTED

We are guided by clearly articulated goals that allow each of us to understand our role within the organization and feel acknowledged for the value we bring.

We leverage the strengths of each team member, support talent development, and purposefully create opportunities for increased collaboration.

### DIVERSITY CHAMPION

Our actions to welcome and understand diverse identities and experiences are intentional, as we gain from and value unique perspectives.

We appreciate the individuality of every student and team member, and develop strategies to embrace diverse perspectives and foster greater inclusion.

We push the boundaries of the status quo, always evolving and learning, ever striving to expand and support diversity in new and creative ways.

### INNOVATION LEADER

We embrace an innovative mindset that encourages our team to practice forward thinking, propose creative solutions, and grow from our experiences.

We foster innovation through cross-organizational education, collaboration, and by challenging the present to broaden our individual perspectives.

## VALUES



## STRATEGIC OBJECTIVES AND STRATEGIES



### STUDENTS

**We will expand access and support for our student populations...**

...by focusing on their overall success from start to finish, making incremental improvements to our student processes and working with our campus partners to create greater strategic consistency.

- A) Improve the transfer student experience**
- B) Continuously evolve programming for our new students to meet changing needs**
- C) Expand summer programming to increase access and campus utilization**
- D) Assess and align the financial aid allocation strategy with university goals**
- E) Continue to align the enrollment strategy with current university priorities.**
- F) Leverage the student success taskforce work to drive institutional change**
- G) Assess and prioritize student-facing processes to provide better access to information and better user experience**



### PARTNERS

**We will be leaders and partners across campus and nationally for student enrollment and success...**

...by being the “go-to” for information, and developing strong and strategic relationships to advance the university and higher-education mission.

- A) Lead efforts across campus for OEM student (information technology) systems**
- B) Be the knowledge resource across campus for student information, data, and research related to areas of OEM accountability**
- C) Assess and expand upon existing OEM campus communications opportunities**
- D) Strengthen campus partnerships with our primary stakeholders in schools, colleges, units, and other campuses**
- E) Lead campus wide efforts to support curriculum development and infrastructure support related to teaching**



### TEAM

**We will strengthen our team and be a great place to work...**

...by promoting and providing continual learning opportunities, improving internal communications, and fostering greater opportunity for collaboration.

- A) Support and identify increased talent development opportunities for our team**
- B) Develop an employee engagement plan**
- C) Develop and support DEI initiatives**
- D) Leverage the U-M ability to lead nationally by being well represented where we are able to impact and influence policy associated with OEM**



### PROCESS

**We will enhance our organizational effectiveness through continuous improvement...**

...by being deliberate in our planning, and seeking opportunities for process improvements, and improved efficiencies.

- A) Develop an OEM budget and space allocation plan that is in alignment with our strategy**
- B) Identify opportunities for process efficiencies and prioritize based on our strategy**
- C) Respond to COVID-19 emerging issues.**

## STRATEGIES AND ACTION ITEMS FY21 OPERATING PLAN



### STUDENTS

- A) Transfer students**
  - Transfer credit processes
  - Transfer credit policies
  - Transfer student enrollment
- B) New students**
  - Orientation assessment and future vision
  - Parent orientation assessment and future vision
  - Orientation planning for Slate
- C) Summer programming**
  - Summer programming resource kit
  - Summer program tracking
- D) Financial aid allocation strategy**
  - Victors award assessment
  - Financial aid policy review
  - Regulation compliance for spring/summer combined term
  - CARES funding
- E) Enrollment strategy**
  - Recruitment plan for target populations
  - Dual application process
  - HAIL program
  - Leverage financial aid to better yield target students
- F) Student success taskforce**
  - Student support working group
  - Undergraduate laptop program
  - Develop a proposal to re-engage students who leave
  - AP/IB credit policy change for greater equity
- G) Student-facing processes**
  - Online student service processes
  - Tuition insurance
  - Supplemental admitted student internal applications (ie. honors, etc.)



### PARTNERS

- A) Student (information technology) systems**
  - Slate strategy
  - Student system technology roadmap
- B) Student information, data, and research**
  - Leverage OEM data team
- C) Campus communications**
  - Website redesign
  - Toolkits for school/college partner recruiting
- D) Strengthen campus partnerships**
  - ODEI partnership
  - OEM plan for regular partner engagement
  - Student group engagement
  - Flint and Dearborn application sharing
- E) Curriculum development and infrastructure support**
  - Campus Scheduling (Schedule 25) System
  - Teaching evaluation System (Blue)



### TEAM

- A) Increased talent development opportunities**
  - Leadership development plan
  - Online performance management dashboard
  - Mentorship program
  - Professional development plans for all staff
- B) Employee engagement**
  - Recognition strategy
  - Internal communications strategy
- C) DEI initiatives**
  - Recruit diverse talent
  - Inclusive training
- D) Lead nationally**
  - National involvement for leadership development



### PROCESS

- A) OEM budget and space allocation plan**
  - History of budget
  - COVID-19 budget
  - COVID-19 facilities execution
- B) Process efficiencies**
  - Resource sharing
  - FERPA online training
  - COVID-19 learning for longer term
- C) COVID-19 emerging issues**
  - Course, classroom and grading
  - Admissions
  - Financial aid