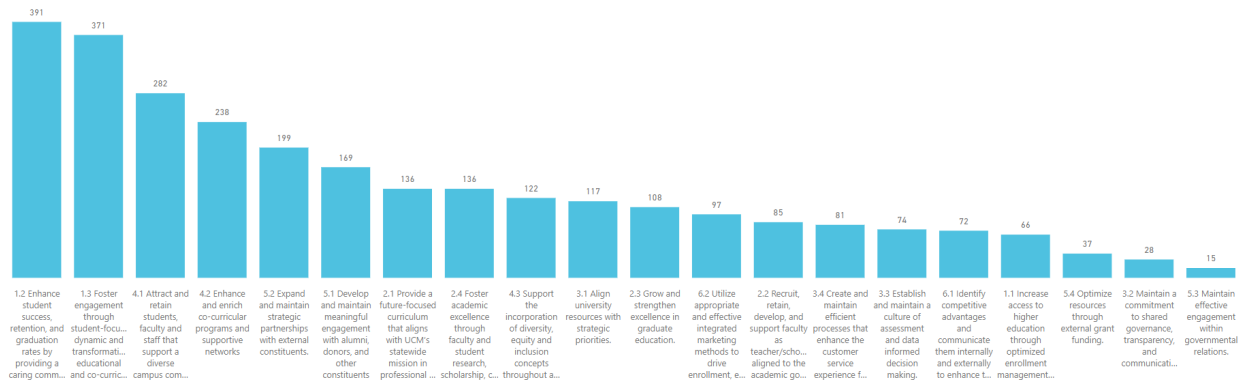


June 1, 2024

TO: Dr. Roger Best, President  
FROM: Strategic Plan Council  
RE: 2023-2024 Strategic Plan Council Report

Dear Dr. Best:

In 2023-2024, 563 activities were entered into the *Nuventive* system from 76 departments/units. This is an increase of 155 activities and 13 departments/units compared to the prior year. Departments/units reported 392 activities are in progress or completed. Estimated direct costs for these activities was \$17.8 million. Actual costs reported were reported to be \$17.6 million.



Activities in 2023-2024 continue to have the most impact on strategic plan goals 1, 4, and 5. Objectives 1.2, 1.3, 4.1. and 4.2 again were ranked by leaders with the most impactful activities. This is not surprising since most participating units are academic departments designed to facilitate student success, student engagement, to attract diverse students, faculty, and staff, and enrich co-curricular activities.

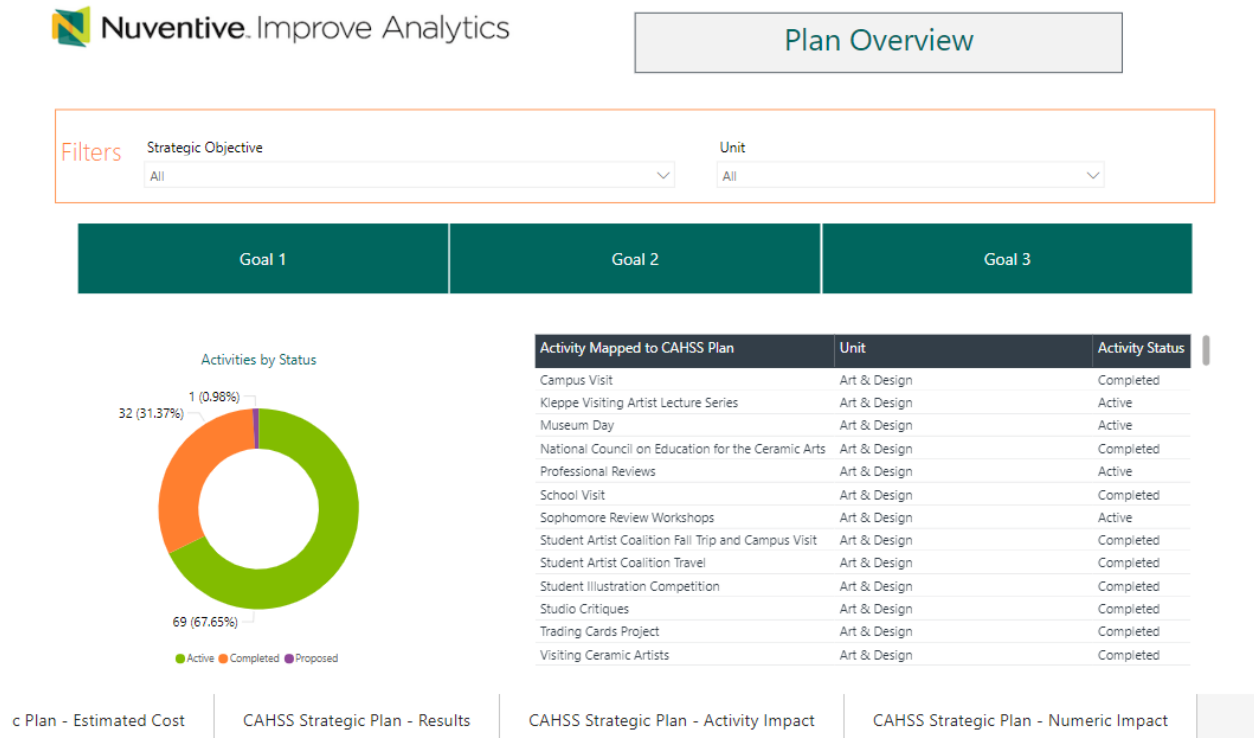
## Operational Planning in 2023-2024

The following operational plans were integrated into the *Nuventive* system during the 2023-2024 academic year:

- CAHSS Strategic Plan 2022-2027
- College of Education Strategic Plan 2022-2027
- HCBPS Strategic Plan
- Strategic Enrollment Plan
- UCM Campus and Facilities Master Plan

PowerBI dashboards have been created and URL links to web pages provided to display results publicly. Reports follow the same design principle as the university strategic plan.

CAHSS Strategic Plan 2022-2027:



## Emerging Trends for 2023-2024

As the institution prepares to develop its next strategic plan, several nascent trends are emerging in 2023-2024:

**Activities** - departments/units are proposing more activities and more departments/units are participating in the strategic and operational planning process. Keeping records in *Nuventive* provides opportunities for reflection in a central location. There may be opportunities for more focus on these efforts – departments and colleges may consider refining activities and improving their measures. More tightly focused objectives will help the institution become more strategic, but still be inclusive of most constituents.

**Estimated Cost** – the institution appears to be doing an adequate job of estimating costs for activities.

**Actual Cost** – actual cost reporting appears to align with estimated costs.

Impact Factor – impact factor provides insight into the activities that departments/units are designed to advance and the institution values (i.e. what people spend their time on). The sum of impact factors by mapping onto goals reveals these institutional priorities (from high to low):

- Goal 1 – Student Access and Success
- Goal 4 – Inclusive and Diverse Community
- Goal 2 – Academic Excellence
- Goal 5 – External Relations and Development
- Goal 3 – Organizational Excellence
- Goal 6 – Institutional Excellence and Enhanced Reputation

The institution proposed to spend the most resources on these activities in 2023-2024:

Objective	Estimated cost
3.1 Align university resources with strategic priorities.	\$5,276,653
3.4 Create and maintain efficient processes that enhance the customer service experience for students and other internal and external constituencies.	\$4,477,906
1.2 Enhance student success, retention, and graduation rates by providing a caring community, support, and resources needed.	\$3,881,513
1.1 Increase access to higher education through optimized enrollment management and financial aid strategies and via multiple delivery methods.	\$2,802,018
1.3 Foster engagement through student-focused, dynamic and transformational educational and co-curricular experiences.	\$1,987,263
3.3 Establish and maintain a culture of assessment and data informed decision making.	\$1,892,258

- The institution proposed to spend the least on these objectives:

Strategic Objective	Estimated Cost
4.3 Support the incorporation of diversity, equity and inclusion concepts throughout and across teaching, research and service.	\$369,315
5.1 Develop and maintain meaningful engagement with alumni, donors, and other constituents	\$403,237

2.4 Foster academic excellence through faculty and student research, scholarship, creative activities and professional engagement.	\$406,263
2.1 Provide a future-focused curriculum that aligns with UCM's statewide mission in professional applied science and technology.	\$463,711
5.2 Expand and maintain strategic partnerships with external constituents.	\$620,783
4.2 Enhance and enrich co-curricular programs and supportive networks	\$657,310

- We actually spent the most on these objectives:

Objective	Actual cost
1.1 Increase access to higher education through optimized enrollment management and financial aid strategies and via multiple delivery methods.	\$4,013,201
3.1 Align university resources with strategic priorities.	\$2,809,257
3.4 Create and maintain efficient processes that enhance the customer service experience for students and other internal and external constituencies.	\$2,701,060
5.2 Expand and maintain strategic partnerships with external constituents.	\$2,397,842
2.3 Grow and strengthen excellence in graduate education.	\$2,250,412
1.2 Enhance student success, retention, and graduation rates by providing a caring community, support, and resources needed.	\$1,573,055

These results are insightful, but not particularly surprising. University enrollment efforts fall under 1.1 and facilities renovation, repair, and capital projects fall under 3.1. It is likely that 3.1 is our greatest area of expenditure. Facilities data have only recently begun to be recorded in *Nuventive*.

## Opportunities and Recommendations

The Strategic Plan Council recommends the following for AY 2024-2025:

1. Continue to refine our strategic planning process through communication and integration of operational plans from across the institution. Encourage greater participation and discuss efforts across colleges and operational areas. For example, Academic Affairs will work on an Academic Master Plan in 2024-2025.
2. Emphasize the role facilities play in the strategic plan by adding the AVP for FPO to the Strategic Planning Council and training staff in Administration and Operations in use of *Nuventive*.
3. Recognize activities with the highest impact toward each strategic plan goal as model efforts to advance the strategic plan. A summary spreadsheet of highest impact activities for 2023-2024 is attached.
4. Establish a strategic opportunity fund (or funds within each division) and accompanying process for departments/units to propose activities that address objectives the institution wishes to emphasize to align with the annual budget development cycle. Use *Nuventive* to operationalize this process.
5. Develop strategic imperatives for the next UCM strategic plan. These imperatives become the forefront of all planning efforts across the institution for mapping.
  - Enrollment
  - Retention and Graduation Rates
  - Applied Learning Experiences for every Student
  - Facilities and Infrastructure
  - Regional economic impact
  - Foundation Growth
6. Develop the UCM Opportunity Agenda – broad themes onto which strategic imperatives are mapped and objectives are developed.
  - Deliver an Unmatched Student Experience
  - Become a Transfer Student Destination
  - Expand Adult Learning Opportunities
  - Create Interdisciplinary Programming to Meet Workforce Needs
  - Expand Our Applied Sciences & Technology Footprint
  - Incorporate Enabling Technologies Across the Institution