

Office for Civil Rights and Title IX Education and Compliance

Strategic Framework Theme 1: Develop

Theme	1. Develop the structure and resources of OCR to meet the evolving needs of MSU and the university community.
Tactics	1: Strengthen the culture and climate within OCR. 2: Create systems that unify and stabilize OCR. 3: Continue to support the development of branches within OCR.

	Operational Initiative	Tactic(s)	MSU 2030	Status
1-A	Work with HR to create a sustainable plan for culture improvement within OCR.	1	SFS1 SFS2 ACE3 CCT4	Exploring
1-B	Establish definitions for the values articulated by OCR and identify how they will be operationalized.	1	SFS1 SFS2 ACE3 CCT4	Implemented
1-C	Create and maintain a central OCR policy/procedure system and manual that includes all branches inside OCR.	1 & 2	SFS1 SFS2 CCT5	In Progress
1-D	Develop consistent opportunities for OCR staff to have meaningful input to guide and impact strategic initiatives, improve current systems and identify trends.	1 & 2	SFS1 CCT5	Exploring
1-E	Improve inter-branch collaboration structures that allow OCR staff to meet, engage, share learnings, and collaborate with one another.	1, 2, & 3	SFS1 SFS2 CCT4 CCT5	Exploring
1-F	Create standardized communication protocols across OCR.	2	SFS1 CCT4 CCT5	In Progress
1-G	Establish consistent onboarding protocols and procedures that provide role-specific training, resource, and access needs to ensure incoming staff are prepared to be successful in their new roles.	2	SFS1 SFS2 CCT5	In Progress
1-H	Establish internal meeting cycles with purposes for each group that are clearly tied to the OCR Strategic Framework.	2 & 3	SFS1 CCT4 CCT5	In Progress
1-I	Expand professional learning opportunities, both formal and informal, for OCR staff to continue growing in their roles.	3	SFS3 CCT5	Exploring

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Strategic Framework Theme 1: Develop

Indicators of Progress	Tactic(s)	Baseline
Output 1: Definitions and/or operationalization of values established.	1	N/A
Output 2: Increased cross-office inclusion on search committees.	1 & 2	N/A
Output 3: Resources/protocols developed.	2 & 3	N/A
Output 4: Improved usage of staff resources.	2	TBD
Output 5: Review and updating of resources/protocols.	2 & 3	N/A
Outcome 1: Improved staff retention.	1	TBD
Outcome 2: Improved outcomes on employee satisfaction surveys.	1, 2, & 3	TBD

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Strategic Framework Theme 2: Improve

Theme	2. Improve campus culture, access, and safety through robust and collaborative prevention, support and response services.
Tactics	1: Respond effectively to perceptions, experiences, and concerns of the campus community. 2: Expand outward-focused communication about OCR. 3: Foster programmatic innovation through the implementation of data-driven initiatives led by OCR branches.

	Operational Initiative	Tactic(s)	MSU 2030	Status
2-A	Create research-informed multi-tiered evaluations for all users of OCR's processes and services to assess internal systems and external perception; and establish processes for incorporating the feedback into process improvement, program and initiative creation, and community accountability.	1	SS5 SFS1 ACE1 ACE3 CCT4	Exploring
2-B	Create a collaborative, office-wide OCR strategic communications plan around the messages we deliver to the campus community about OCR	1	SS5 SFS1 CCT4 CCT5	In Progress
2-C	Establish collaborative, discussion-based links between OCR branches to identify trends across campus, inform prevention initiatives, and improve services based on community experience.	1 & 2	SS5 SFS1 CCT4 CCT5	Exploring
2-D	Develop and expand branch-led initiatives that meet the needs of the MSU community (such as education and supports around ongoing regulatory changes; prevention in alignment with and enforcement of the anti-discrimination policy (ADP); building digital accessibility capacity; and improving disability awareness for students, employees, facilities, and physical spaces).	1 & 2	SS5 SFS1 ACE1 ACE3	In Progress
2-E	Build a dashboard providing access to key OCR data that is used to both inform our work and provide transparency to the MSU community.	3	SS5 SFS1 ACE1 ACE3 CCT5	Implemented

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Strategic Framework Theme 2: Improve

Indicators of Progress	Tactic(s)	Baseline
Output 1: Evaluation system developed and implemented.	1 & 3	N/A
Output 2: Strategic communications plan created and implemented.	1 & 2	N/A
Output 3: Expanded communications of OCR initiatives, resources, and tools across the MSU community.	1 & 2	TBD
Output 4: Cross-branch links established.	1 & 3	N/A
Output 5: OCR staff indicate connection to other branches.	1 & 3	TBD
Output 5: Trainings (including ADP and accessibility) provided.	1 & 3	TBD
Output 6: Dashboard is created and disseminated.	3	N/A
Outcome 1: Longitudinal assessments using Know More Survey of community member responses regarding OCR services.	1, 2, & 3	TBD
Outcome 2: Longitudinal assessments of multi-tiered evaluation for users of all OCR processes (included within initiatives).	1, 2, & 3	TBD
Outcome 3: MSU digital assets are accessible based on recognized standards.	1 & 3	TBD

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Strategic Framework Theme 3: Enhance

Theme	3. Enhance MSU's civil rights profile and impact through excellence and engagement across and beyond the university.
Tactics	1: Create meaningful opportunities and community input for civil rights at MSU and partnership related to OCR's strategic priorities. 2: Lead best practices for civil rights across the state of Michigan and Big 10 Conference. 3: Seek out opportunities for OCR leadership and departments to engage with civil rights work nationally and globally.

	Operational Initiative	Tactic(s)	MSU 2030	Status
A.	Develop consistent pathways for university community partners to support and/or engage with OCR services and processes to have authentic opportunities to guide and impact strategic plan initiatives, improve current systems and identify trends.	1	SS1 CCT4	Exploring
B.	Create a communications strategy that leverages opportunities to showcase expertise within OCR by partnering with other departments on campus and other institutions for events, panels, or collaborations.	2 & 3	SS1 DII1 CCT4 CCT5	In Progress
C.	Establish and expand engagement and initiatives that build networks of expertise, both regionally and nationally, in areas that drive accomplishment and completion of other University Strategic plans in service of broader civil rights trends and our University's value of equity and focus on diversity and inclusion.	2	SS1 DII1 CCT4	In Progress
D.	Engage with MSU's Alliance for African Partnerships to build innovative solutions to challenges related to gender and civil rights.	3	SS1 DII1 CCT4	In Progress

Indicators of Progress	Tactic(s)	Baseline
Output 1: Plan for community partners to support/engagement in strategic direction of OCR is developed and implemented.	1	N/A
Output 2: Strategic communications plan is developed and implemented.	2 & 3	N/A
Output 3: Collaborative site visits and/or calls from external partners to lend expertise.	2 & 3	TBD
Output 4: New partnerships and collaborations.	2 & 3	TBD
Output 5: Media mentions of OCR advancing civil rights and providing high-quality, trauma-informed supports.	2 & 3	TBD
Outcome 1: MSU community partners demonstrate increased engagement with OCR.	1	TBD
Outcome 2: Shifts in Perception and/or Know More Surveys.	2 & 3	TBD
Outcome 3: MSU is a recognized leader in civil rights regionally, nationally, and globally.	2 & 3	TBD

MSU 2030
Strategic Themes and Objectives

Strategic Theme:	Student Success (SS)
Goal:	<i>Provide an exceptional experience for all students that prepares them for postgraduate success, achieving high graduation rates with reduced opportunity gaps</i>

Objectives	
SS1:	Strengthen MSU's ability to attract and meet the curricular and cocurricular educational needs, goals and aspirations of all undergraduate students
SS2:	Increase access to and successful completion of highly ranked graduate and professional education
SS3:	Advance an online learning strategy that expands access and increases the breadth of learners served through development and delivery of targeted, high-impact programs
SS4:	Strengthen each student's educational experience to support success through graduation and beyond
SS5:	Provide a supportive climate and holistic support throughout the student experience, understanding that high-quality curricular and cocurricular experiences are essential to student success

Strategic Theme:	Staff and Faculty Success (SFS)
Goal:	<i>Support career development and well-being of staff and faculty at MSU, focusing on creating a best-in-class workplace culture and welcoming environment in which excellence and opportunity thrive</i>

Objectives	
SFS1:	Create a workplace culture that advances inclusive excellence as reflected in the land-grant mission and supports all staff and faculty
SFS2:	Make MSU a workplace of choice — and a desirable place to stay — for discipline-leading, innovative and creative staff and faculty
SFS3:	Invest in leadership and career development opportunities for staff and faculty that contribute to a culture of care, respect and inclusion

MSU 2030
Strategic Themes and Objectives

Strategic Theme:	Discovery and Innovation for Impact (DII)
Goal:	<i>Be a leader in developing transdisciplinary solutions to ecological and human problems affected by social, economic, political, climate and environmental changes</i>

Objectives	
DII1:	Demonstrate excellence in science, scholarship and creative endeavors, both in pursuit of fundamental knowledge and research designed to improve the human condition and address problems of today while preparing for the challenges of tomorrow.
DII2:	Invest in research to advance partnerships that increase economic development and opportunity in Michigan and beyond and help us understand, shape and improve the future of work and the workforce
DII3:	Develop and implement new strategies to recruit and retain a broad range of highly talented student and faculty researchers and scholars across all disciplines

Strategic Theme:	Sustainable Health (SH)
Goal:	<i>Enhance quality of life for people everywhere by comprehensively leveraging expertise and research activity to improve health and the systems that affect health</i>

Objectives	
SH1:	Advance health education and accelerate health research to meet the needs of Michigan and the nation
SH2:	Engage the full university in a comprehensive approach to improving health
SH3:	Partner with communities and organizations to reduce disparate health outcomes across Michigan
SH4:	Work with health and business partners across Michigan to ensure patients and families have access to equitable, high-quality, affordable and safe health care

MSU 2030

Strategic Themes and Objectives

Strategic Theme:	Stewardship for a Sustainable Future (SSF)
Goal:	<i>Provide exemplary stewardship of institutional resources to foster the long-term sustainability of MSU's education, research, and outreach and engagement programs</i>
Objectives	
SSF1:	Implement a long-term, comprehensive financial model and budget process that aligns resources with strategic priorities, ensures university-wide effectiveness and efficiency, and sustains, expands and diversifies revenue sources
SSF2:	Implement Vision 2050: An integrated facilities and land-use plan adopted by the Board of Trustees in 2023
SSF3:	Embed sustainability into institutional culture and move toward carbon neutrality by 2050, balancing fiscal, environmental and social considerations
SSF4:	Advance sustainable Information Technology (IT) services to power the academic enterprise, Spartan innovation and sustainable business operations through enhanced access to information, operational technologies and strategic infrastructure

Strategic Theme:	Access, Opportunity and Excellence (ACE)
Goal:	<i>Be a national leader in promoting access, opportunity and excellence, and address barriers to success for all on our campus and beyond</i>
Objectives	
ACE1:	Recruit and support the success of a broad range of students: Recruit, retain, nurture and graduate students, reducing barriers and promoting success for all
ACE2:	Recruit and retain a broad range of MSU faculty able to make significant contributions toward creating solutions for the most difficult human and societal challenges facing the nation and world, addressing pressing needs in Michigan communities and helping Michigan's economy grow
ACE3:	Recruit, retain and expand career development for all staff while building a welcoming and inclusive community
ACE4:	Provide a world-class academic environment for all through inclusive teaching and learning, collaborative research and service
ACE5:	Increase proactive engagement with communities based on partnerships informed by shared goals and mutual learning

MSU 2030

Strategic Themes and Objectives

Cross Cutting Themes (CCT)

CCT1: Grow Talent for Michigan and Beyond

CCT2: Drive Health Transformation

CCT3: Enroll for the Future

CCT4: Building Community Together

CCT5: Achieve Next-Generation Operations and Organization