Introduction Activity

1. What do you do in your job that is part of “planning”?

2. How much are you involved in planning at your office?
Some background on Planning in Higher Education

■ The Need to Plan
  - *Public Accountability*
  - *Learning Outcomes*
  - *Efficient use of Human and Fiscal Resources*
  - *Transparency in Reporting*
  - *Assurance of the Quality of Education*

■ Higher Education Act
  - *Accrediting Commissions*
Example of Accreditation
ACCJC Standard III D Financial Resources - Planning

1. Financial resources are sufficient to **support and sustain student learning programs and services and improve institutional effectiveness**. The distribution of resources supports the development, maintenance, allocation and reallocation, and enhancement of programs and services. The institution plans and manages its financial affairs with integrity and in a manner that ensures financial stability. (ER 18)

2. The institution’s mission and goals are the foundation for financial planning, and financial planning is integrated with and supports all institutional planning. The institution has policies and procedures to ensure sound financial practices and financial stability. Appropriate financial information is disseminated throughout the institution in a timely manner.

3. The institution clearly defines and follows its guidelines and processes for financial planning and budget development, with **all constituencies having appropriate opportunities to participate in the development of institutional plans and budgets**
A Practical Guide to Strategic Planning in Higher Education

The costs of engaging in a poor planning process range from disillusioned faculty, staff, and students, to poor use of vital resources, to failed accreditation reviews which, in turn, cause an institution to lose funding and prestige.

The stakes are high, but the rewards are higher. A well designed and implemented strategic planning process can provide an institution with a forum for campus-wide conversations about important decisions.

The process can also be organized to make assessment, resource allocation, and accreditation easier, and be a source of information about progress and achievement with very real meaning to those associated with the institution.

SCUP – Society for College and University Planning

- [http://www.scup.org/page/index](http://www.scup.org/page/index)

SCUP: Integrated Planning for Higher Education

- Integrated planning is a sustainable approach to planning that builds relationships, aligns the organization, and emphasizes preparedness for change.
- The Society for College and University Planning (SCUP) is a community of higher education leaders responsible for the integration of planning on their campuses and for the professionals who support them.
- SCUP provides viewpoints from leaders from around the world but primarily within North America.

Cited Works:


Historically 3 General Areas of Higher Education Planning

1. Academic Planning
2. Resource Planning
3. Facilities Planning

*Integrated Planning – how these areas support & work/relate to each other

What planning is not...

- It is not the production of a blueprint...
- It is not a set of platitudes...
- It is not the personal vision of the president or board of trustees...
- It is not a collection of departmental plans, compiled and edited...
- **Strategic decision making is not done just by planners...**
- **It is not a substitution of numbers for important intangibles...**
- It is not a form of surrender to market conditions and trends...
- Strategic planning is not something done on an annual retreat...
- It is not a way of eliminating risks...

Signs of Good Planning...

- Academic strategic decision making means that a college, school, or university and its leaders are active rather than passive about their position in history...

- Strategic planning looks outward and is focused on keeping the institution in step with the changing environment...

- Academic strategy making is competitive, recognizing that higher education is subject to economic market conditions and to increasingly strong competition.

- Strategic planning concentrates on decisions, not on documented plans, analyses, forecasts, and goals...

- Strategy making is a blend of rational and economic analysis, political maneuvering, and psychological interplay. It is therefore participatory and highly tolerant of controversy...

- Strategic planning concentrates on the fate of the institution above everything else.

Culture and language of planning

Organization of Planning

• What is the structure planning in your college or district?

• Do you have Planning Councils or Committees
  • What is the membership?

• How are plans developed and what is the relationship to decision making and resource allocation?

• Do you have planning guides or manuals to outline planning processes?
## Language of planning

### General Planning Components and Terms

<table>
<thead>
<tr>
<th>Components</th>
<th>Related Components and Terms</th>
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<tbody>
<tr>
<td>- Mission</td>
<td>External (environmental) scans</td>
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<td>- Vision, Values</td>
<td>SWOT (strengths, weaknesses, opportunities, threats)</td>
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<tr>
<td>- Directions, Goals, Objectives</td>
<td>Gap Analysis</td>
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<tr>
<td>- Plan (Strategic or Tactical)</td>
<td>SMART (goals, objectives)</td>
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<tr>
<td>- Action Steps, Activities</td>
<td>Types of Plans</td>
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<tr>
<td>- Assessment</td>
<td>Master, Strategic, Tactical and Operational</td>
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<td>Key Performance Indicators</td>
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<td>Targets</td>
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<td>Metrics, Progress</td>
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<td>Accomplishments</td>
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<td>Performance</td>
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<td>Annual Progress Reports</td>
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Language of planning

Lessons Learned:

- Agree upon terms
  - Strategic Directions/Goals
  - Action Steps/Activities/Strategies
  - External or Environmental Scan

- Create a definition of terms and how it is used in the plans

- Reinforce and orient everyone when you are presenting the plan

Activities that may include you or your office

- **Activities**
  - *Environmental Scan or External Scan*
    - Ability to describe your place in the marketplace
  - *SWOT*
  - *Gap Analysis*
  - *Developing Goals, Objectives, Action Steps*

- **Metrics, Assessment, Evaluation** – major role
  - *Quantitative and Qualitative Data Analysis*
  - *Direct assessment*
  - *Indirect assessment*
  - *Descriptive evaluation*
Planning at your college or district

1. Are you familiar with your strategic plan or other plans?
   • List the plans you are aware of or work on.

2. How does it relate to your work?

3. How would you describe integrated planning?
Types of Plans

- Educational Master Plan
- Strategic Plan
- Facilities Plan
- Technology Plan
- Marketing Plan
- Communication Plan

- Student Success & Support Programs Plan
- Student Equity Plan
- Basic Skills Plan
- Workforce Development Plan
- Enrollment Management Plan
Examples of Integration of Plans


http://www.cos.edu/accreditation/pages/integrated-planning.aspx
**SWOT Example**

**Strengths**
- Goes under the sea using a tube!
- Fifth Busiest Rail Transit in USA
- Adapts to new Tech: Clipper Cards
- Wifi and Cellphone Coverage
- Has Own Police Force
- Operators are chipper!
- Students ride free

**Weaknesses**
- Gets stuck in the transbay tube.
- Fifth Busiest Rail Transit in USA
- The Seats

**Opportunities**
- New Train Cars
- New Seats
- Complete Line to San Jose

**Threats**
- BART train cars are very expensive to maintain
- Funding hard to secure from taxpayers
- Employee Strike
- Misc Protest

**Internal Factors**

**External Factors**

**Positive**

**Negative**
Practice a SWOT Analysis

- Do a SWOT analysis on your understanding of planning at your institution

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<thead>
<tr>
<th>Strengths (S)</th>
<th>Weaknesses (W)</th>
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Last words about planning...

It’s a wonderful opportunity to

- see the big picture
- work with a lot of different areas on campus and understand their perspectives
- hone your skills in negotiation and consensus building

Future of planning...

- Is you 😊
- How can RP Group help you in planning?