



2011

Strategic Planning and Assessment

Sue Stapleton

Western Michigan University, susan.stapleton@wmich.edu

Follow this and additional works at: http://scholarworks.wmich.edu/assessment_day



Part of the [Educational Assessment, Evaluation, and Research Commons](#)

WMU ScholarWorks Citation

Stapleton, Sue, "Strategic Planning and Assessment" (2011). *Assessment in Action Conference*. Paper 14.
http://scholarworks.wmich.edu/assessment_day/14

This Presentation is brought to you for free and open access by the Assessment at ScholarWorks at WMU. It has been accepted for inclusion in Assessment in Action Conference by an authorized administrator of ScholarWorks at WMU. For more information, please contact maira.bundza@wmich.edu.



Strategic Planning and Assessment

Susan R. Stapleton, Ph.D.

Professor of Chemistry and Biological Sciences

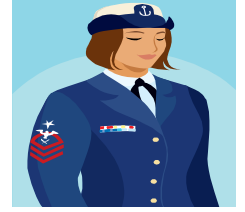
Associate Dean College of Arts and Sciences

2010-2011 ACE Fellow

Western Michigan University



Strategic Planning-History



- Began in the military as a process for gaining the best position prior to engagement
- Aim to achieve competitive advantage
- Became widespread in industry between mid-1960s to 1970s and in academia in the 1990s

Strategic Planning-Purpose



- Creates a framework for
 - engaging in self assessment
 - setting priorities and goals
 - aligning efforts at the institution or unit
 - determining future direction
 - achieving a competitive advantage

Strategic Planning-Benefits



- ❑ Brings together constituencies to work together towards common goals
- ❑ Raises up the vision of all key participants
- ❑ Fosters a sense of ownership and belonging to the organization

Who, What, Where, When and How



- **WHO** should be involved in planning?
- **WHAT** is needed to get started with planning?
- **WHERE** will the process lead the institution?
- **WHEN** should planning be done?
- **HOW** is the process begun?

Strategic Planning- Who



- Planning leaders
- Key stake holders (internal and external)
- Collaborators and beneficiaries

Strategic Planning- What



- An understanding of mission and vision is needed
- Environmental fact base/analysis
- Constant and updated communication

Strategic Planning- Where



- Understanding of where the institution is at
 - Student demographics
 - Program status
 - Budget
 - Regional, national and international presence

Strategic Planning- When



- To confront numerous changes
- Respond to emerging challenges

Strategic Planning- How



- Begin with mission, vision and values

Mission, Vision and Values

Gap Analysis

Environmental Scan

Emergent Strategic Issues

Benchmarking

SWOT/PEST/ 5 Forces Model

Strategies

Goals, Plans and Tactics

Strategies

Metrics and Outcomes

Strategic Learning and Thinking

Strategic Planning- Environmental Scans

- ❑ Internal
 - ❑ Student population and demographics
 - ❑ Graduation rate
 - ❑ NSSE, FSSE, CLA
 - ❑ Faculty and staff demographics
 - ❑ Programs- academic and nonacademic
 - ❑ Student learning outcomes
 - ❑ Budget
 - ❑ Physical plant and infrastructure

Strategic Planning- Environmental Scans

- ❑ External
 - ❑ Peer institutions
 - ❑ Aspirational institutions
 - ❑ Community
 - ❑ Regions where students come from
 - ❑ Local, state economy
 - ❑ Environment for extramural funding
 - ❑ Reputation/rankings



Strategic Planning- PEST

- Political
 - Government officials and policies, funding arena
- Economic
 - Economic trends, taxes, markets
- Societal
 - Demographics, lifestyles, media
- Technological
 - Competing technologies, communication, IP



Strategic Planning- Five Forces

- New Competitors
 - For profit institutions
- Potential Substitutes
 - Workforce training being done in house
- Bargaining Power of Buyers
 - Student choice
- Bargaining Power of Suppliers
 - Market salaries for faculty/staff
- Rivalry Among Existing Competitors
 - Other universities and learning centers



Strategic Planning- SWOT

- Strengths
- Weaknesses
- Opportunities
- Threats

Strategic Planning-SWOT

	Internal Strength	Internal Weakness
External Opportunity	Leverage	Constraint
External Threat	Vulnerability	Problem



Strategic Planning-Mission

**To facilitate international diversity and foster
global understanding and awareness**



Strategic Planning- Goal Approach

- Global understanding and awareness
 - Competitiveness in job market
 - World events influence local happenings
 - Greater opportunities for making contributions

Strategic Planning-SWOT

Strengths	Weaknesses	Opportunities	Threats
Study abroad	Limited curric Limited international career awareness	Develop curric	Local instit.



Strategic Planning- Goal Development

- Prepare students with the intellectual skills necessary to compete in a global marketplace
 - Sustain and grow study abroad experiences
 - Introduce world cultures into first year experience
 - Encourage student participation in curricular offerings with global emphasis
 - Increase globally oriented career planning events



Strategic Planning- Action

- Prepare students with the intellectual skills necessary to compete in a global marketplace
 - Sustain and grow study abroad experiences
 - Increase students participating in study abroad

Strategic Planning-Action

Action	Person(s)	Deadline/Goal	Resources
Study abroad	Study abroad office	By yr 3 inc study abroad options by 2 Inc # of students studying abroad 10 % each yr.	\$200K for 2 fac positions \$100K/yr scholarships



Strategic Planning- Metrics

- Number of study abroad programs

- Number of students participating in study abroad programs
 - Devise pre and post assessment rubrics to measure student global awareness and understanding

Strategic Planning-Goal

Goal	Metric	Baseline Yr. 1	Yr. 2	Target Yr. 3
Sustain & grow study abroad	# of programs	20	20	22
Inc. # of students participating	# of students	100	110	121
Inc. student Awareness	outcome rubric	40% inc	50% inc	60% inc



Strategic Planning- Making it Work

- ❑ Leadership
- ❑ A clear communication plan
- ❑ Ongoing assessment
- ❑ Resources that follow the plan
- ❑ Use plan and outcomes to yield competitive edge
- ❑ Market the edge

References

- ❑ 2010 Excellence in Higher Education Guide: An Integrated Approach to Assessment, Planning and Improvement in Colleges and Universities- NACUBO
- ❑ Malcolm Baldrige, Framework for Organizational Excellence
- ❑ Ruben, Russ, Smulowitz and Connaughton (2006) Leadership and Organizational Development Journal, 28, pp. 230-250. Evaluating the impact of organizational self-assessment in higher education-The Malcolm Baldrige/Excellence in Higher Education Framework
- ❑ D. Norris and N. Poulton, Nuventive A Guide to Planning for Change
- ❑ Society for College and University Planning
(<http://www1.scup.org/resources/pathways/pathways.php?id=plan-strategic>)
- ❑ David Hollowell, Michael F. Middaugh, and Elizabeth Sibolski (2006) Integrating Higher Education Planning and Assessment: A Practical Guide



THANK-YOU

□ Questions?