Strategic Planning

Joint Task Force on Strategic Oversight

October 11, 2012
Strategic Planning Process

- Process won’t be “completed” in a year
  - But we will have a plan that reflects our priorities and launches ongoing action

- We want to stay rooted in reality
  - Reality checks and reset buttons

- Some things to think about as we begin...
  - “Not another planning process...”
  - “Not more cost-cutting...”
  - “Don’t they know that we’ve already...”
# Strategic Planning Process

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<thead>
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<th>Campus Leadership Council/Faculty Senate Rules Committee</th>
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<td>Joint Task Force on Strategic Oversight</td>
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Student Learning Experience and Student Success

Paths to Completion

• How do we provide a successful path to completion?
• How can we help undergraduates make timely progress, with access to programs and courses as needed, and promote appropriate graduate time to degree?
• How can we support their progress through advising and other services, and to position them well for employment or additional study?
Diversity, Inclusion and Access

- Every substantive discussion, from advising to workforce development to resource investment must consider and address both our institutional values and society’s expectations in these areas.
- Diversity strategies will therefore need to be considered in the work of all the groups and reflected where appropriate throughout the plan.
Similarly, given the centrality of effective resource utilization to our strategy, it is expected that every group will do its work in that context.

One of the four groups does have larger institutional resource questions as its focus, but that perspective must also be reflected in the groups dealing with substantive topics.
Student Learning Experience and Student Success

Value in the Curriculum
How can we become better known as a responsive, interesting, and distinctive institution?

Curricular Innovation
- How can we incorporate new approaches into the undergraduate immersive residential model, and help to bring down our cost profile in responsible ways?
- How can we apply lessons from “MOOCs,” self-paced learning, and other educational innovations?
Value in the Curriculum

How can we become better known as a responsive, interesting, and distinctive institution?

Rich Choice of Opportunities

• How do we promote distinctive opportunities like study abroad and community service?

• How do we provide additional value for the money: “4+1” graduate programs, certificates (especially with career relevance), internship and leadership experiences, etc.?

• How do we provide flexibility (e.g., blended F2F/online)?
Student Learning Experience and Student Success

Value in the Curriculum

How can we become better known as a responsive, interesting, and distinctive institution?

Undergraduate Research

• To what extent are research-active faculty engaged in the undergraduate classroom?
• How can undergraduate research experiences be more widely shared, or more effectively integrated?
• How can graduate students serve as role models & guides?
• To what extent do undergraduate courses reflect the expansion of knowledge?
Student Learning Experience and Student Success

Value in the Curriculum
How can we become better known as a responsive, interesting, and distinctive institution?

Career Development
• To what extent do curricula map to employer expectations?
• What is our capacity to assess student outcomes in ways that are meaningful to employers?
Federal Funding

- How can we expand success in aligning with agency priorities?
- How can we better build interdisciplinary and large multi-investigator groups?
- How does the array and size of doctoral programs affect research competitiveness?
- What steps can investigators take to associate with competitive teams?
- What actions must the institution take?
Research Foci and Funding

Society at Large

• How can we demonstrate the importance of research and graduate education in building social and cultural capital, and in opening up new areas of inquiry?
• How can we demonstrate the “value” of our values, and of the scholarly and creative work for which there may not be direct paying customers?
Evidence of Accountability

External Accountability

• What can we do to demonstrate leadership in accountability and engage our stakeholders in assessing performance?

Student Outcomes Assessment

• What can we do to establish ourselves as leaders in authentic student outcomes assessment?
• How can we demonstrate the use of evidence to improve programs?
• What lessons can we apply to the task of measuring performance at the institutional level?
Benefit to the Commonwealth and Beyond

State Perspectives

• How can we demonstrate the value to the Commonwealth of the faculty time allocated to research?
• How do we anticipate and model the growing importance of graduate training in the new economy?
• How can we align undergraduate and graduate offerings, where appropriate, with state workforce needs?
• What trends should be incorporated into our planning? What needs match our mission?
• What feedback do we need?
Benefit to the Commonwealth and Beyond

Federal Perspectives

• How can we demonstrate the societal utility of our research both in terms of what we do and how we do it?
• How can this institution play a meaningful role in the larger debate over research value and impact?
Balanced and Sustainable Resource Strategy

Expanding Revenues

• What have we learned from revenue enhancement strategies implemented over the past three years?
• What is a plausible revenue strategy going forward, consistent with other planning goals?
Balanced and Sustainable Resource Strategy

Focusing Resources

• What are we doing well?
• Where can we see opportunities to put resources to more productive use?
• Where can we make high-impact investments that advance multiple goals?
Balanced and Sustainable Resource Strategy

Controlling Costs

• What practices and technologies can reduce administrative and overhead costs?
• How can we take advantage of methods pioneered elsewhere?
• Where can we find partners to share resources and costs?
• How can we be more strategic in cost containment?
Facilities Master Plan

• What programmatic and other goals should drive capital and renovation priorities?
• What are plausible financial scenarios, and how might priorities shift under different assumptions?
• How can the campus master plan better integrate programmatic and facilities priorities?
Balanced and Sustainable Resource Strategy

Technology and Other Infrastructure

- How do we understand critical infrastructure needs and their relationship to other goals?
- What are appropriate financing strategies for infrastructure priorities?
- How can technology support strategic cost containment?
## Strategic Planning Process

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<th>JTFSO</th>
<th>Form and charge four committees (JTFSO)</th>
<th>Review committee work; adjust as necessary</th>
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<th>Cross-fertilize from committee work</th>
<th>Prioritize and sequence</th>
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### Four Committees

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<th>Develop workplans (committees)</th>
<th>Identify key objectives</th>
<th>Inventory progress under way</th>
<th>Establish needed short-, medium- and long-term actions</th>
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<td>Assign topics &amp; questions to existing groups</td>
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<td></td>
<td>• Nature</td>
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<td>Form and charge new subcommittees as needed</td>
<td>Assess current status</td>
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<td>• Timing</td>
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