

Kick Off Strategic Planning for Student Success

Morton College
In-service Day
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All of the Materials We'll Be
Talking about Today
(including this presentation)
will soon be Available on
the College's Planning
Webpage

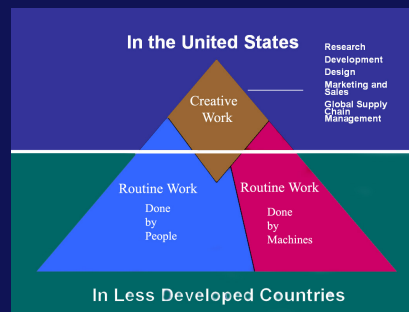


Topics

- Planning Context
- Overview of Strategic Planning for Student Success
- Morton College's Environmental Scan
- Morton College's SWOT Analysis
- Your Ideas and Comments



Times Have Changed



Source: Tough Choices or Tough Times, National Center on Education and the Economy, 2006.

We No Longer Live in Actual Communities But Digital Ones

Source: Alexia Tsotsis. Retrieved October 10, 2010 at <http://techcrunch.com/2010/10/09/map-of-online-communities/>

Key Trends: Western Higher Education

FROM	TO
The college or university is a place	The college or university is situated in a place and virtually enhanced
Scholars and academic resources are scarce	Scholars and academic resources are plentiful
Colleges and universities are purveyors and collectors of knowledge	Colleges and universities are creators of knowledge

Source: Katz R. *The Gathering Cloud: Is This the End of the Middle?* Retrieved November 11, 2009 at <http://www.educause.edu/thenetowandthecloud/PUB72023>

Key Trends: Western Higher Education

FROM	TO
Teaching is a small-scale craft and learning is personalized	Instruction is a scalable craft and can be standardized, personalize, or self-guided
The Academy is isolated from society	The Academy is enmeshed in communities served
The college or university service base is local	The service base can be local, regional, or global

Source: Katz R. *The Gathering Cloud: Is This the End of the Middle??* Retrieved November 11, 2009 at <http://www.educause.edu/thenetowandthecloud/PUB72023>

Developmental Sequence Completion Rates within Three Years

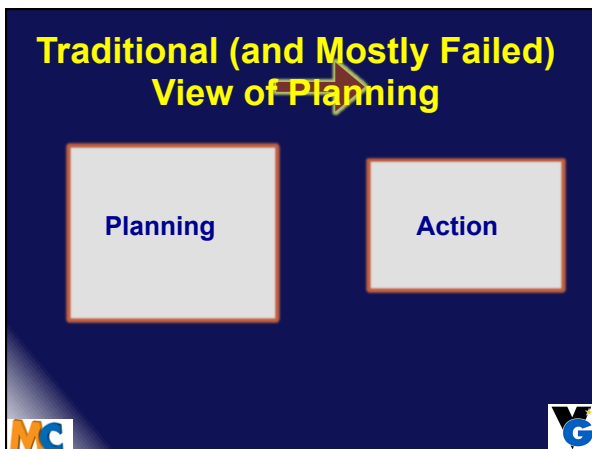
Starting Level	Math %	Reading %
One Level Below College-Level	44	48
Two Levels Below College-Level	29	36
Three Levels Below College-Level	16	22

Achieving the Dream National Database as reported by Bailey, T., Jeong, D.W., & Cho, S. (2008, December).

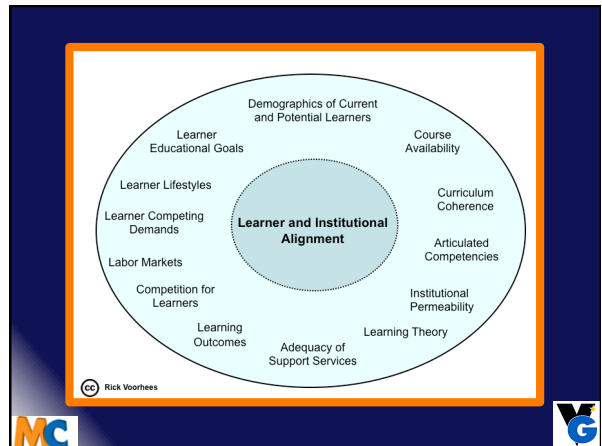
Overview of Strategic Planning for Student Success



- ### Proper Nomenclature?
- Strategic Plan
 - Master Plan
 - Education Master Plan
 - Strategic Master Plan
 - The "Plan"
 - Door Stop
 - Figment of Overripe Imaginations



Source: The World Café, Brown, J. with Isaacs, D. (2005)



Strategic Planning Is NOT

- The production of a blueprint.
- A set of platitudes.
- The personal vision of a president or board of trustees.
- A collection of departmental plans, compiled and edited.
- A substitution of numbers for important intangibles.



George Keller, *Academic Strategy: the Management Revolution in American Higher Education*, Johns Hopkins University Press.



Strategic Planning Is NOT

- A form of surrender to market conditions and trends.
- Something done on an annual retreat.
- A way of eliminating risks.
- An attempt to read tea leaves and outwit the future.
- A venue for venting personal or political grudges.



George Keller, *Academic Strategy: the Management Revolution in American Higher Education*, Johns Hopkins University Press.



Strategic Planning IS

- Academic strategic decision-making means that a college 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.



George Keller, *Academic Strategy: the Management Revolution in American Higher Education*, Johns Hopkins University Press.



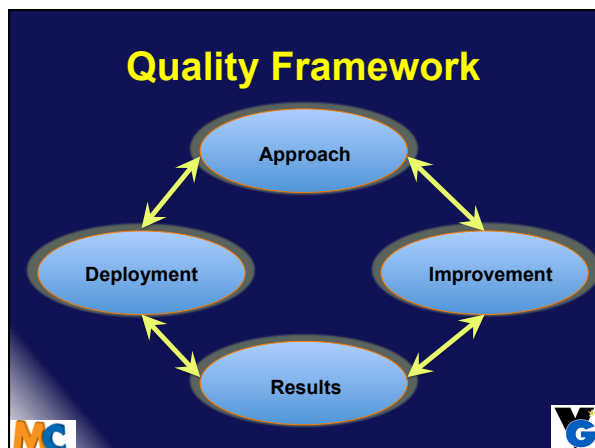
Strategic Planning IS

- The responsibility to bring the intelligence of our community back inside our institution.



George Keller, *Academic Strategy: the Management Revolution in American Higher Education*, Johns Hopkins University Press.





HLC Requirements

- engages in systematic and integrated planning. (5.C.)
 - allocates its resources in alignment with its mission and priorities.
 - Effective links among assessment, evaluation, planning, and budgeting.
 - The planning process takes into consideration the entirety of the institution and appropriate input from internal and external constituent groups.

HLC Requirements

- Plans on the basis of a sound understanding of its current capacity. Institutional plans anticipate the possible impact of fluctuations in the institution's sources of revenue, such as enrollment, the economy, and state support.
- Institutional planning anticipates emerging factors, such as technology, demographic shifts, and globalization.

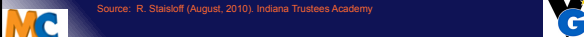
HLC Requirements

- works systematically to improve its performance (5.D.)
 - Documented evidence of performance routinely informs the institution's processes for evaluation, planning, and improvement in its operations.

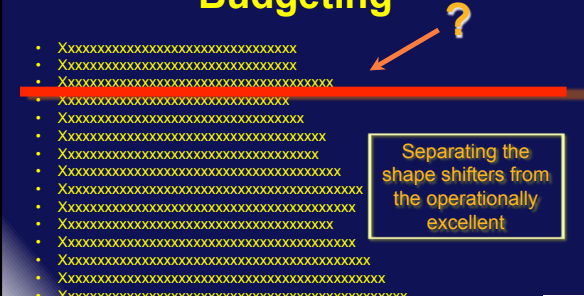
It Takes Courage

- Mettle to look at “scary squiggly things under the rocks”
- Commitment to using and evaluating data before tackling hard choices
- Fortitude to clearly define *who you are*
- Pluck to separate the truly meaningful and helpful from the small stuff


Source: R. Staisloff (August, 2010), Indiana Trustees Academy



Redlining Strategies for Budgeting



Separating the shape shifters from the operationally excellent



Elements of Morton's Comprehensive Strategic Plan



Elements

- Environmental Scan
- Planning Assumptions
- Enrollment Simulations and Projections
- Labor Market Projections
- Competitor Analysis
- Alignment of College Programs and Services with Learner Characteristics



Elements (Continued)

- Instructional Program Vitality
 - Existing Programs to Strengthen
 - New Programs to Consider
 - Programs to Reshape
- Role of Technology
- Services: Student Services, Administrative Services, Community Education, Developmental Services
-



Milestones

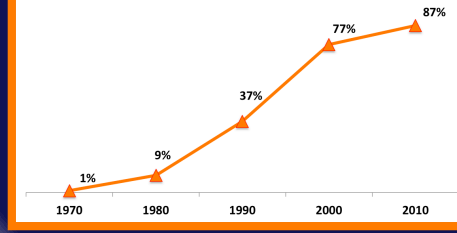
- **Phase One: Pre-planning**
- **Phase Two: External Scan/Strategy Sessions**
- **Phase Three: Internal Scan/Strategy Sessions**
- **Phase Four: Synthesizing**
- **Phase Five: Drafting and Finalizing Strategic Plan Report**



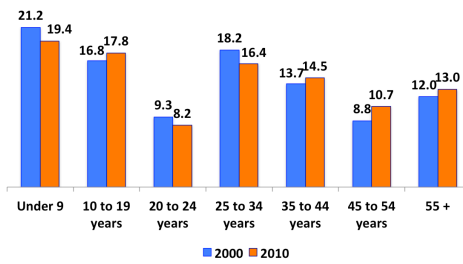
Morton College's Environmental Scan



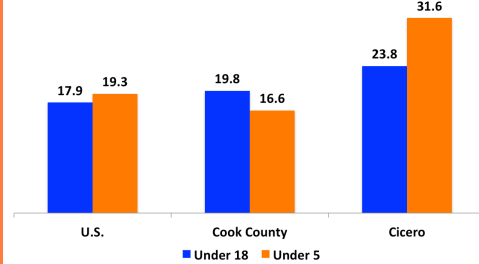
Poroprtion of Hispanics in Cicero

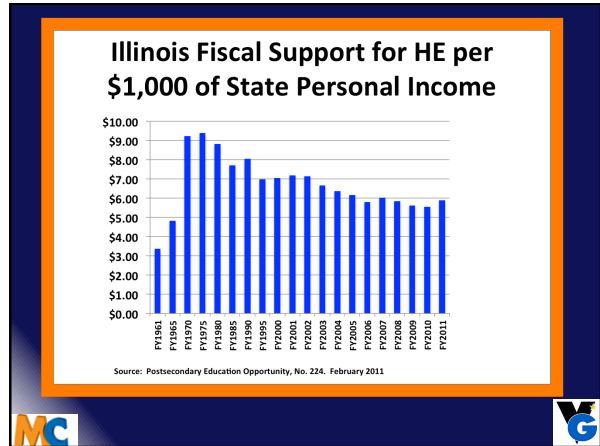
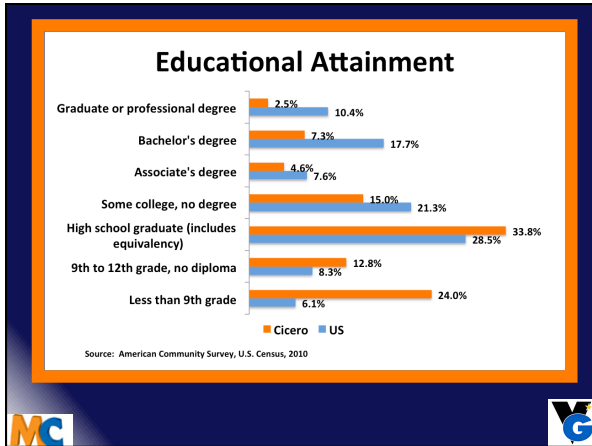


Cicero's Shifting Age Categories



Cicero's Households Are Younger





Morton College's SWOT Analysis

- ### Strengths
- Faculty/Staff
 - High Touch
 - Flexibility
 - Facilities
 - Administration

Weaknesses

- Facilities
- Communication
- Programs/Classes
- Technology
- Community Engagement



Opportunities

- Programs/Classes
- Community Engagement
- Grants
- Marketing
- Facilities



Threats

- Funding
- Competition
- Economy
- Accountability
- Performance Based Funding



Rick's Rubrics for a Successful Planning Process

- If you're not planning, you're planning to fail
- Convert data to information
- Don't assume that perfect data exist
- Thin to Win
- Not enough for planning to be *participatory*; it also had to be *decisive*
- Select 3 (maybe 4) "main things" that make a real difference
- Don't expect a homerun every time
- Be flexible ready to adjust strategies and goals
- Don't get lost in deep details
- Show results widely (even if less than expected)
- Link clearly to resources
- **Most Critically: Separate the Operational from the Strategic**



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