

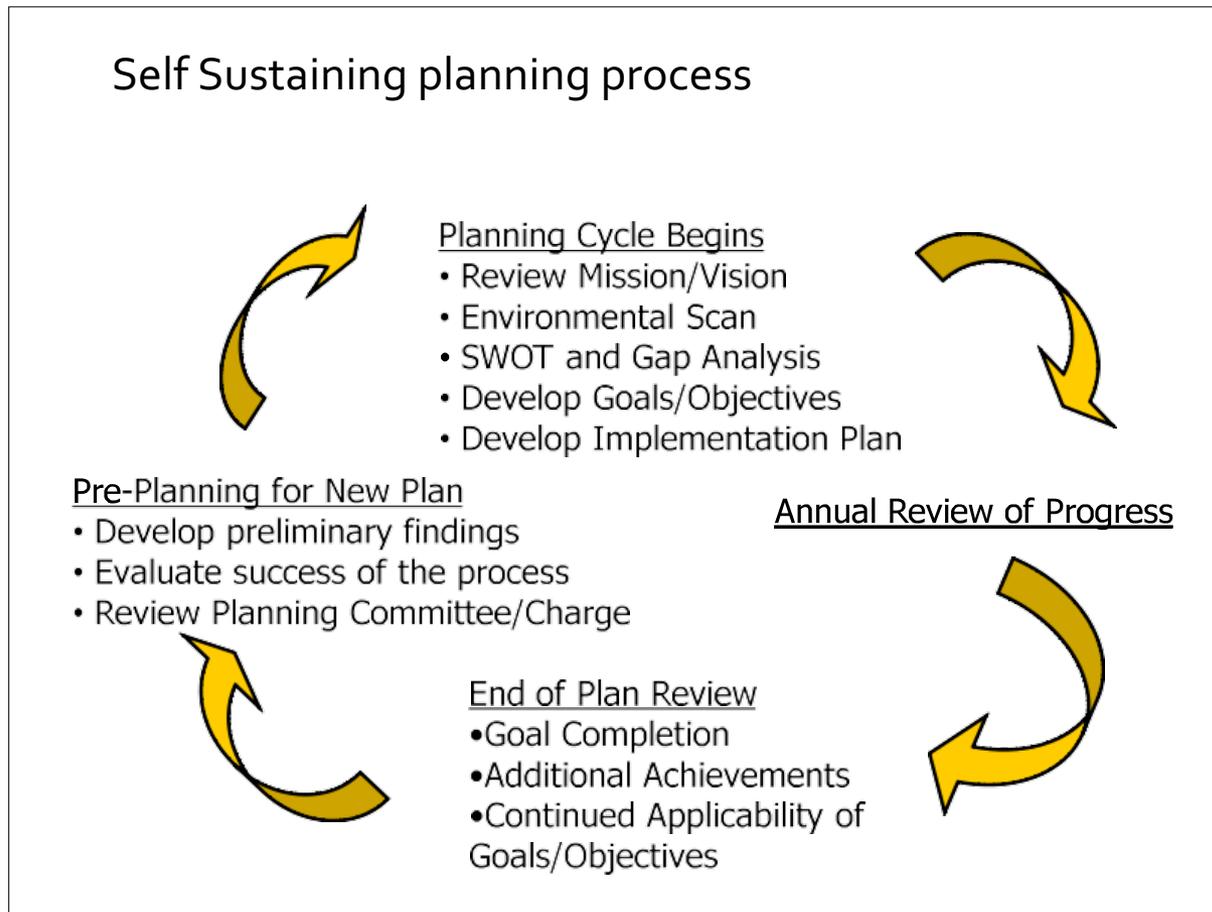
University of Rhode Island
**Guide to Strategic Planning
Process**

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Planning

Involve institutional leadership and key planning group in outlining a planning process



Components of a Strategic Plan

Foundation

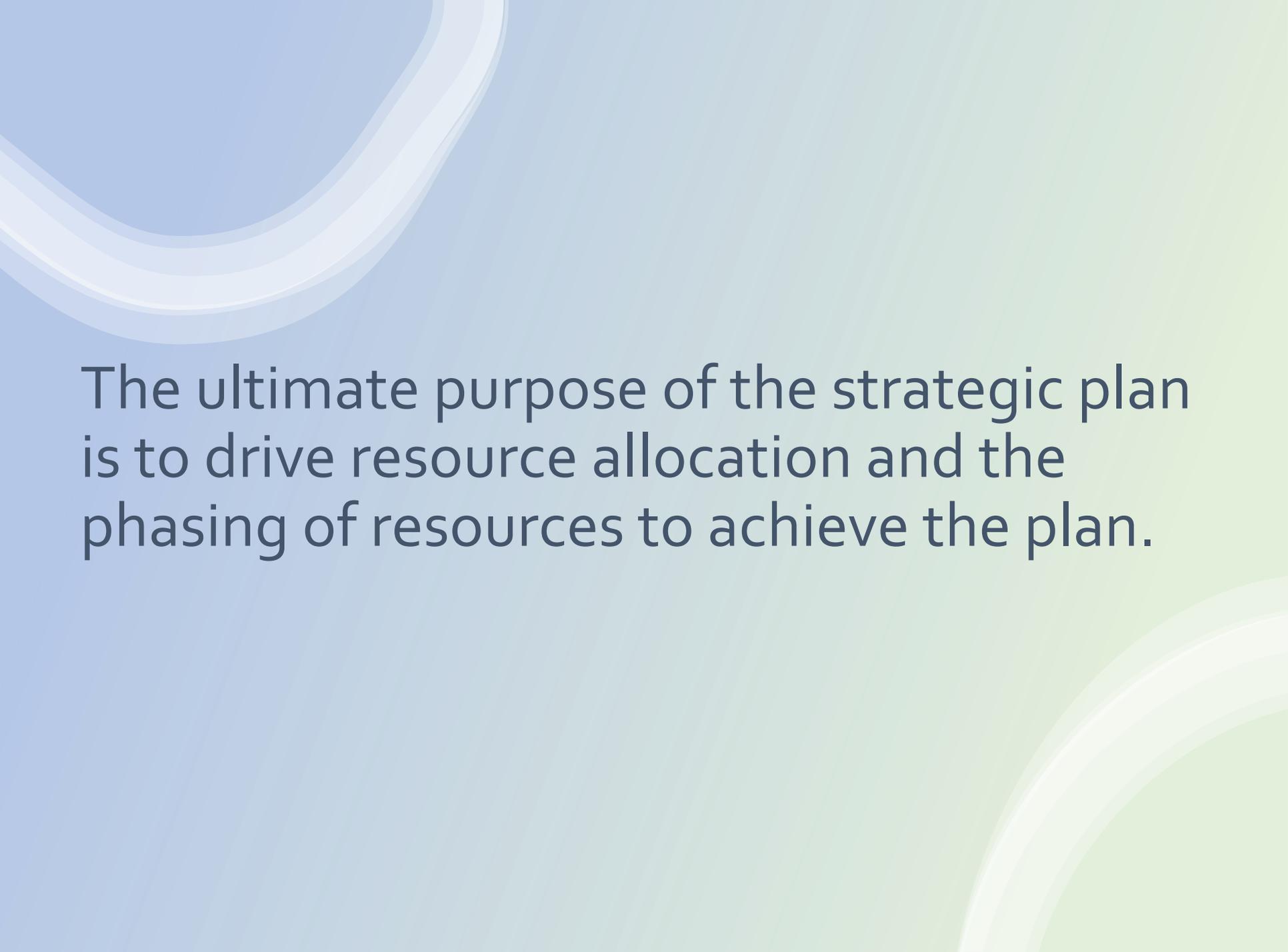
- Mission Statement

Supporting
Components

- Values
- Institutional Goals
- Vision

Strategic Plan

- Goals and Objectives
- Implementation Plan



The ultimate purpose of the strategic plan is to drive resource allocation and the phasing of resources to achieve the plan.

KEY FINDINGS

To successfully implement a strategic plan, institutions should ensure participation of multiple stakeholder groups in the planning process to facilitate understanding of strategic priorities and how these relate to the assignment of responsibility. Institutions that successfully implement strategic plans work to increase participation after the initial planning phase; a supplementary “engagement plan” is suggested to promote participation. Institutions should also:

- Link budgetary resources to strategic objectives. Resource allocation and re-allocation can occur in both the initial planning phase, and during periodic assessment of whether the objectives of the strategic plan are being achieved.
- Periodically assess and review the strategic plan to keep stakeholders informed and involved, refine the plan, shift resources, and identify areas of effectiveness. Some analysts state that, at a minimum, there should be an annual assessment and review of strategic plan implementation.
- Avoid over- and under-planning, using the plan as a guide to measures that achieve institutional goals but allow for flexibility. Under-planning, with no clear implementation strategy/process, is unlikely to lead to measurable, positive results; over-planning, which can treat the strategic plan as a detailed action list rather than a guide for prioritization of goals, can allow institutions to become overwhelmed with objectives.

Context Guides the Plan

While not technically a part of the strategic plan, the mission statement is the foundation for it because everything contained in the strategic plan should be aligned with the mission.

The mission statement, vision statement, institutional goals, and an optional values statement comprise the supporting documents establishing the context for strategic plan.

Society for College and University Planning Guide, 2012

Mission, Vision, Values

Provide specific points of guidance in the planning process

Mission - Describes the current purpose of the institution

Vision - Expression of institution aspiration, and is based on analysis of the institution's environment and prospective opportunities for the future

Goals - Provide the mechanism for evaluating progress toward the vision

Values - Describe the manner by which the institution will work to achieve its goals; internal organizational culture

Mission, Vision, Values

The MISSION and VISION statements provide the two ends of an analytical view of the institution from which the strategic plan is developed.

The MISSION and VISION represent the current and envisioned state of the institution.

The Strategic Plan is used to bridge the gap between the two.

Institutional Vision Statement

Important component of a strategic plan.

Clear description of what the institution intends to become within a certain timeframe.

Defines the institution's strategic position in the future and its relationship to the mission statement.

Ensures clear understanding across the institution of where the institution is heading.

Mission

Why the institution exists

What its operations are intended to achieve

Serves as explanation for the existence of the institution

Describes the current purpose of the institution

Recent years – mission statements in higher education are a concisely worded statement of purpose that addresses, “This is what we are here to do.”

Separate set of institutional goals may be appended to the mission statement.

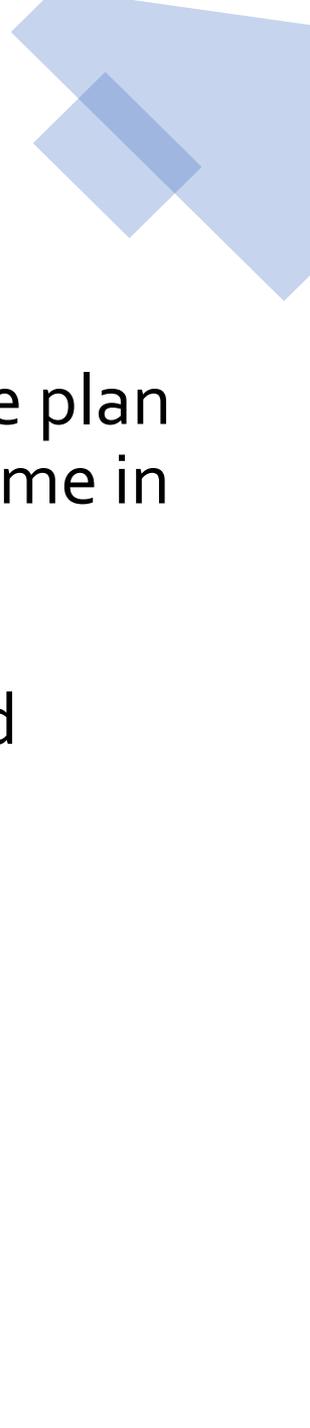
Goals

- Specific achievement intended
- Provides overarching directional guidance for the major themes that organize the plan
- Typical for University planning to use very general organizing or overarching themes/focus areas carried over year to year



Phasing plan

Phasing of the goals of the plan helps to guide the timeframe in which to implement strategies/objectives and actions and the associated resources



Coordinating the Planning Process



Planning Committee - coordinates the process for creating the plan



Other committees may be utilized to vet and add feedback



Ad hoc task forces have been used to develop specific implementation strategies and actions needed to achieve goals

Planning Steering Committee

- **Develop an inclusive community-engaging process** by which the plan gets created

Components of an Integrated Planning Process

Data internal and external to the University

Internal Data (part of environmental scan)

- Climate Survey
 - Student Success & Learning Outcomes data
 - Past University plan progress (metrics and key indicators)
 - URI strengths, opportunities, challenges (discussions)
 - Other
-

External Data

- Institutional peer data, rankings data, demographics
 - Prospective research funding , etc opportunities/Foundation trends
 - Graduate program trends impacting graduate enrollments, areas of program development etc.
 - Undergraduate/graduate program opportunities related to occupational trends
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Components of an Integrated Planning Process

- Enrollment strategy planning
- Budget/financial planning
- URI Foundation planning
- University Communication & Governmental relations
- University mission revisit (JCAP)
- University values revisit – Task force underway

Integrative Planning:

How the
strategic plan
integrates with
other plans

- **Enrollment Management Planning**
 - To inform and integrate with strategic planning
- **Facilities, class scheduling, and Campus Master Plans**
 - Strategic plans provide critical guidelines to an institution by developing the information necessary to ensure facilities and space meet the current and anticipated needs of students, faculty and staff.
- **IT Plans**
 - Use strategic planning process to integrate IT planning
- **Advancement Plans**
 - To support institutional strategic goal achievement and identify priorities for fundraising
 - To inform planning of potential funding opportunities in identifying plan priorities

Implementation Planning

- Turns goals into working plan
- This might be separate internal document, less for public consumption
- Should be directive, clear, and documented

Annual Cycle Assessment



Confirm Annual Assessment
Measures/Goals



Begin Annual Budget Cycle
Process for Budget Submissions
should reflect strategic priorities



Collect Data on Assessment
Measures and Goals
Communicate results and adjust
strategies to support future
progress on goals

Sources

Hinton, K., *A Practical Guide to Strategic Planning in Higher Education*, Society for College and University Planning, 2012.

Hanover Research, various reports on strategic planning