

KEY CONCEPTS FOR INSTITUTIONAL PLANNING AT CSM

Strategic Planning: What is It?

Strategic planning is a formal consideration of an organization's future course.

It is an organization's process of defining its strategy or direction in making decisions about allocating resources to pursue this strategy, including its people and capital.

It is also a disciplined effort to produce fundamental decisions and actions that shape and guide (Bryson, 1996):

- What an organization is
- What it does
- Why it does it

A Strategic Plan: What is It?

A "Strategic Plan" guides where an organization is going by determining:

- Where it stands
- Where it wants to go
- How it will get there

Common Elements of a Strategic Planning Model

Note: An Educational Masterplan can encompass numerous elements by linking together plans and processes and establishing a common set of planning assumptions

Planning Component

CSM’s Planning Environment

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| <ul style="list-style-type: none"> • Mission statement → • Values statement→ • Vision Statement→ • Mandates → • Environmental analysis, includes scans and *SWOT analysis → • Strategic issues or challenges→ • Grand Strategy statements or formulation→ • Goals, objectives, and performance measures→ • Issue-specific institutional strategy plans → • Program, service, or process plans → • Staffing plans → • Financial plans → • Implementation and action plans → • Monitoring and evaluation plans • Plans for updating all or part of the plans → | <ul style="list-style-type: none"> • CSM’s Mission Statement • CSM’s Values & Diversity Statements • CSM’s Vision Statement • e.g. Accreditation • California Higher Education Master Plan • <i>Educational Master Plan, 2008 (EMP)</i> • <i>SMCCCD Strategic Plan, 2008</i> • <i>CSM’s Strategic Plan, 2008-2013</i> • <i>EMP</i> • <i>SMCCCD Strategic Plan</i> • NEW: <i>CSM’s Strategic Priorities</i> (in progress) • <i>CSM’s Strategic Plan, 2008-2013</i> • <i>EMP</i> • <i>SMCCCD Strategic Plan</i> • NEW: <i>CSM’s Institutional Priorities</i> (in progress) • Elements of all institutional plans • Technology Plan, Enrollment Management, Distance Ed, Basic Skills, Marketing, etc. • Program Review, PIV, division-level workplans • Collegewide Annual Plan • Human Resources Plan (Human Resources Committee) • Short and Long-range Budget Plans (Budget Planning Committee) • To include in all levels • To include in all levels • Cycles identified in the <i>EMP</i> |
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Key Terms in any College Plan Development

A **Goal** can be defined as: "a long-term organizational target or direction of development."

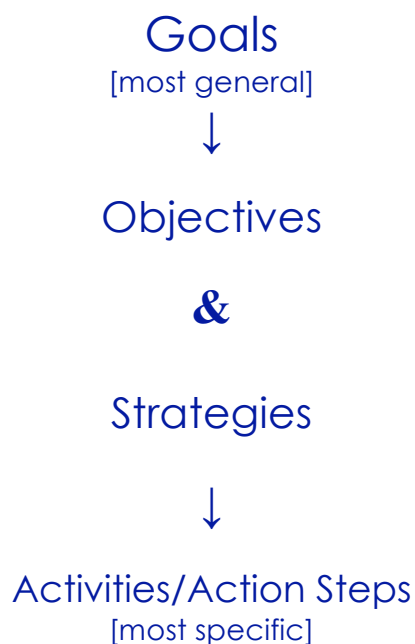
Goals are usually not phrased in quantifiable terms.

An **Objective** are stated in measurable terms. They can be defined as the "measurable target that must be met on the way to attaining a goal" (Bryson, 1996).

Strategies can be defined as: the "means by which an organization intends to accomplish a goal or objective; they summarize a pattern across policies, programs, projects, actions, decisions, resource allocation."

Strategies can also be defined as the basic directional decisions for an institution.

Activities or Actions are the steps by which one meets an objective.



Guidelines for Objectives

SMART is a mnemonic used as a tool for planners as they articulate objectives. It is a way of evaluating whether objectives are appropriate for the individual project.

A SMART objective is:

- S**pecific
- M**easurable
- A**chievable
- R**elevant
- T**ime-bound

Creating Issue-specific Institution Plans: An Overview

Collegewide or Institution plans customarily span disciplines and programs. They represent a set of strategies which help advance CSM's ability to meet its:

- Goals and Objectives articulated in (*2008-2013 College of San Mateo Strategic Plan*)
- Recommendations contained *CSM's Master Plan, 2008 (EMP)*
- Priorities articulated in *CSM Institutional Priorities, 2008-2011*

Examples include plans for Technology, Distance Education, Enrollment Management, Human Resources, Budget, Basic Skills, Student Equity, and Matriculation, among others.

Planning Cycle:

Institution-level plans are developed as part of the six-year cycle aligned with CSM's accreditation cycle. There are four major complements to this planning cycle:

- Plan development
- Annual planning cycle and review
- Mid-cycle planning and review
- Cycle completion

Ideally, plans are developed a year before the start of the six-year cycle. Most plans have annual assessments and mid-cycle review.

Components of Institution-wide Plans:

- A **summary** of the planning process
- A **SWOT Analysis** (see below for explanation)
- A **rationale** for the plan's recommendations which includes a discussion of the data and evidence that supports a case for the recommendation Goals. It is a component of the SWOT Analysis.

Evidence may be cited from CSM's *EMP*, *SMCCCD's Strategic Plan*, other institutional research and environmental scans, and higher education literature.

- **Explicit Planning Assumptions:** Planning assumptions are developed as a result of the SWOT Analysis and analysis articulated in the Rationale
- **Recommended Goals and Objectives** that are explicitly linked to the CSM's *Strategic Plan*, *EMP*, *Institutional Priorities*, and other key planning documents.

SWOT Analysis

A SWOT Analysis is a strategic planning tool used to evaluate the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats involved in a project or initiative. It involves specifying the objective of the venture or project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective.

A SWOT analysis considers both internal and external conditions in which the organization operates.

Strengths: attributes of the organization that are helpful to achieving the objective.

Weaknesses: attributes of the organization or that are harmful to achieving the objective.

Opportunities: *external* conditions that are helpful to achieving the objective.

Threats: *external* conditions that are harmful to achieving the objective

If an objective seems attainable, the SWOTs are used as “inputs” to the creative generation of possible strategies, by asking and answering each of the following four questions, many times:

- How can we Use each **S**trength?
- How can we Stop each **W**eakness?
- How can we Exploit each **O**ppportunity?
- How can we Defend against each **T**hreat?

Creating Action Plans and Workplans

College-wide plans may also have an implementation plan component. The terms “action” or “work” plans are often used interchangeably.

They are the guides to the implementation of goals, objectives, and strategies and may include very specific details. *They usually address the following questions:*

1. **Tasks/Action Steps/Procedures/Activities:** What specific actions/tasks must be taken to implement the objective or strategy over the next period of time?
2. **Outcomes and deliverables:** What are the expected results, milestones, and performance outcomes?
3. **Leads/Responsible Parties:** Who are the responsible parties? What are their roles and responsibilities?
4. **Timelines/Due dates:** When will the actions take place? At what point in time must they be completed?
5. **Resource allocation:** What resources will be required and where will they be obtained?
6. **Assessment & evaluation:** How will the action plan implementation be reviewed, monitored, and accountability be assured? Or what are the means of assessing success in measurable terms.