

## Proposed Planning Process, Long-Term and 2008 to 2011

Strategic planning is “. . . a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it” (Bryson, J. and Alston, F., 1996, p. 3).

### Historical Planning Processes:

- 2005-08: Theme-based  
Inclusive, 7 Task Forces (over 100 members involved)  
Strategic Planning Council (37 members)  
Finalized by Administrative Council due to reorganization
- 2002-05: Functional-based (Service, Programs, Research)  
Inclusive (over 100 members)  
Strategic Planning Council (over 25 members)

### Steps:

1. Review of Strategic Indicators & Plan Progress
2. Identification/Restatement of Identity, Values, Mission, Vision, Goals, Initiatives
3. Development of Action Plan & Resources
4. Review of Action Plan Progress & Strategic Indicators
5. Update Plan

**Theme:** *Establishing Future Foundations (From Dreams to Reality)*

### Planning Process: 2008 to 2011

#### Planning Issues & Assumptions

1. Need for long-term umbrella plan that incorporates Campus Master Plan, Framework for Diversity, Retention Plan and three year Strategic planning cycle
2. Need to incorporate accountability to strategic plan in budgets, resources allocation, and personnel evaluations.
3. Meet challenges of policy and structural changes implemented by University Park administration (budget, new degree program approval, enrollment targets, new and renovated facilities, marketing)
4. College has control over: quality of student learning, personnel hiring, culture, research agenda, teaching agenda, contribution to community, departmental allocations, personnel evaluation, facility upgrades (furniture, maintenance), marketing internally, accountability to strategic plan initiatives
5. Key questions/issues to consider during planning:
  - a. **Quality of student learning** (outcomes assessment, general education, student development)
  - b. **College identity:** Research vs. teaching focus/Liberal Arts vs. Professional BACC mission/Where does prestige come from: scholarship or quality of student learning? FT faculty contact with undergraduates? FT faculty research? Where do faculty focus their time: on student learning or on generating knowledge? How are faculty rewarded (promotion and tenure) as a result?
  - c. **New degree programs**
  - d. **Enrollment targets** – recruitment and retention within degree programs
  - e. **Building for the future** with limited resources
  - f. **Facility** improvements
  - g. Strength of **endowments**

## Participation & Responsibilities:

### Strategic Planning Council (SPC)

#### SPC Membership:

Advisory Board member(s)  
Alumni Society rep  
Martha Aynardi  
Pradip Bandyopadhyay  
Kim Berry\*  
Christopher Brittin  
Pete Coleman  
College Senate Chair  
College Senate Strategic Planning & Budget Chair  
EBC Div Head (J. Larsen)  
EBC Faculty Rep (2)\*\*  
Paul Esqueda\*  
Ken Fifer  
Walt Fullam  
HASS Faculty Rep(2)\*\*  
Pat Kohrman  
Dennis Mays\*  
Deena Morganti  
SCI Faculty Rep (2)\*\*  
SGA representative  
Task Force Chairs (2)\*\*\*  
Teri Sabatelli  
Lisa Shibley (Chair)\*  
Susan Speece (ex-officio)  
Staff Advisory Council Rep  
Blaine Steensland\*  
John Walker  
Lisa Weidman

\*members of the core planning group (CPG)

\*\*serve as chair of task force

\*\*\*Task force chairs that are not faculty

### Task Force Groups

3 faculty (one per division) (SPC Faculty member serves as chair)  
Faculty or staff expert(s)  
Staff rep  
Student rep  
Alumni or advisory board member

#### Roles & Responsibilities of Task Force Groups

- Meets as often as needed August to October during Strategic Planning Year to develop initiatives, priorities & action plans based upon SWOT analysis
- Chair serves on Strategic Planning Council
- Seek input from respective constituencies regarding updates to plan and recommended initiatives, priorities & action items
- Meets once per year to review strategic indicators and evaluate action plan progress
- Writes report to Core Planning Group for recommendations for initiatives and action items
- Five Goal-Based Task Force Groups:
  1. Quality Student Learning (QSL)
  2. Recruitment and Retention (RR)
  3. Diversity and Sense of Community (DSC)
  4. Outreach to Community (OC)
  5. Research and Scholarship (RS)

#### Roles & Responsibilities of SPC:

- Meets once per year via retreat to monitor progress, review indices and update plan
- Meets three times per semester during strategic planning year to approve recommendations from the Core Planning Group (CPG) for values, vision, mission, goals, initiatives, action plan and process
- Approves priorities recommended by CPG
- Monitors progress of the Task Forces
- Generates ideas for strategic initiatives based upon task force reports and CPG
- Reports to the Chancellor, College Senate, Advisory Council and SGA on progress of the plan and strategic indicators

#### Roles & Responsibilities of CPG:

- Meets twice per semester
- Recommends priorities to SPC
- Links budget to strategic plan
- Recommends updates or changes to the process
- Drafts or edits strategic plan for approval by SPC
- Plans and may facilitate town forums or strategic plan retreats or topics
- Reviews strategic indicators for recommendations to SPC for action or initiatives
- Evaluates action plan process

## **Town Forums (Focus Groups)**

- Focus groups with either specific constituency (for example, Alumni) or open to entire community invited to provide feedback or insight into issue or proposed recommendations.
- May be called by task force or Core Planning Group

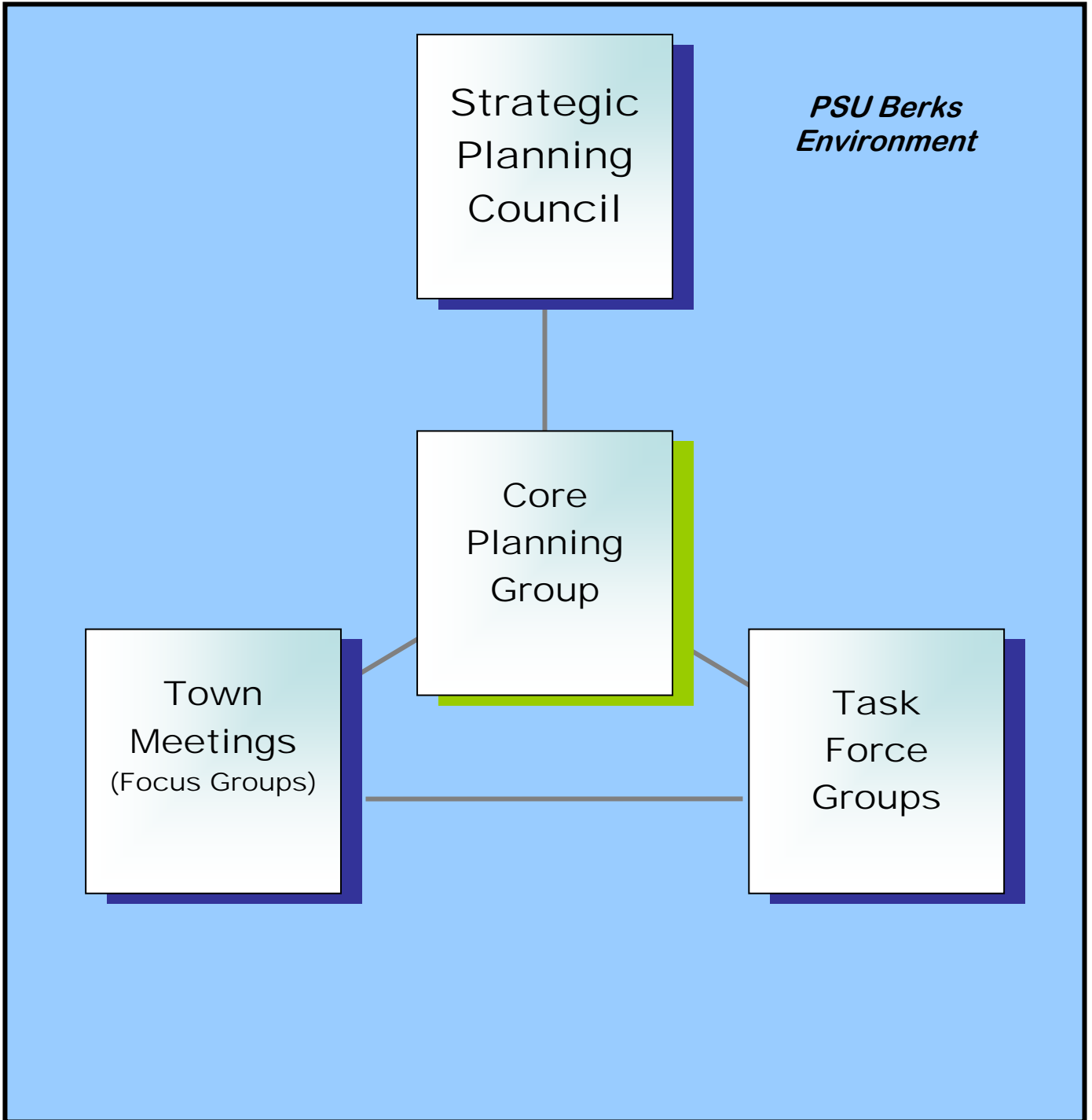
## **College Senate Strategic Planning and Budget Committee**

- Make recommendations to the College Senate regarding Strategic Plan documents, Strategic Indicator Reports and Plan Update Progress
- Monitor the link between strategic planning and budget processes

## **Process:**

1. Core Planning Group/PRA Officer
  - a. Reviews purpose of strategic planning at Penn State Berks
  - b. Recommends updates or changes to the process
  - c. Proposes long-term plan
  - d. Drafts three-year cycle plan
  - e. Identifies issues to be addressed
  - f. Reports on plan progress and strategic indicators
2. Approve recommended planning and update process (College Senate/Administrative Council/Chancellor)
3. Identify Participants for Strategic Planning Council & Task Forces
  - a. Internal Participants
  - b. External Participants
4. Define values and identity/Refine Mission, Vision, Goals
  - a. Establishes focus or boundaries
  - b. Helps determine priorities
5. Information Collection & Dissemination (on-going)
  - a. Market Research
  - b. Planning, Research & Assessment Initiatives
  - c. Strategic Indicators
  - d. Previous Plan accomplishments
  - e. Program Reviews
  - f. SWOT analyses (by Goals)
6. Identify & frame strategic initiatives
  - a. Feedback
  - b. Consider fit with mission & vision
  - c. Issue Specific Strategies
  - d. Develop Priorities
7. Identify Resources for Plan
  - a. Budget Responsibility/Source
  - b. Annual Operating Plan (Action Plan)
    - i. Timeline
    - ii. Assign Responsibilities
    - iii. Determine Available Resources
8. Approval & Support of Plan
  - a. Administrative Council
  - b. College Senate
  - c. Advisory Board
  - d. University Park
9. Plan evaluation (Late Spring/Early Summer Retreat)
  - a. Check progress
  - b. Review strategic indicators
  - c. Update plan accordingly
10. Implement Plan
11. Update Plan Yearly

Structure



## 2008-2011 Timeline:

Week(s)	Date	Activity
1	Mar 1, 2007	<ul style="list-style-type: none"> <li>Process approved by Chancellor</li> </ul>
5	April 16, 2007	<ul style="list-style-type: none"> <li>Process proposed to College Senate Strategic Planning &amp; Budget Committee</li> </ul>
7	Apr 30, 2007	<ul style="list-style-type: none"> <li>Process shared with College Senate</li> <li>Strategic Plan Update shared with College</li> </ul>
7	Apr 30, 2007	<ul style="list-style-type: none"> <li>Strategic Plan 2008-11 Kick Off: Theme &amp; Process Announced</li> <li>Strategic Planning Council members identified</li> </ul>
7-11	Apr 30 to May 15, 2007	<ul style="list-style-type: none"> <li>Core planning group makes recommendations for retreat agenda/focus</li> <li>Strategic Planning Task Force groups created, leaders selected</li> </ul>
7-14	Mar 30 to May 31, 2007	<ul style="list-style-type: none"> <li>Identify/Restate Identity, Values, Mission, Vision, Goals</li> </ul>
12-15	May 14 to June 8, 2007	<ul style="list-style-type: none"> <li>Strategic Planning Retreat (one specific date) that includes team building activities</li> </ul>
12-19	May 14 to Jul 2, 2007	<ul style="list-style-type: none"> <li>Environmental Scanning reports prepared</li> </ul>
24	Aug 6, 2007	<ul style="list-style-type: none"> <li>Training for Task Force group leaders</li> </ul>
25	Aug 13, 2007	<ul style="list-style-type: none"> <li>Materials shared with task force group members</li> </ul>
28-30	Sep 3 to 27, 2007	<ul style="list-style-type: none"> <li>Goal Task Force groups meet, charged, planning materials &amp; resources provided</li> </ul>
31	Sep 28, 2007	<ul style="list-style-type: none"> <li>Goal Task Force reports due</li> </ul>
32	Oct 1, 2007	<ul style="list-style-type: none"> <li>First draft prepared</li> </ul>
33-35	Oct 8 to 22, 2007	<ul style="list-style-type: none"> <li>Second to last draft shared via town meetings with constituents</li> </ul>
37	Nov 5, 2007	<ul style="list-style-type: none"> <li>Finalized by Strategic Planning Council, including action plans &amp; priorities</li> </ul>
41	Dec 3, 2007	<ul style="list-style-type: none"> <li>Approved by Administrative Council, SGA, College Senate, Advisory Board</li> </ul>
43	Dec 17, 2007	<ul style="list-style-type: none"> <li>Final draft forwarded to copy-editor</li> </ul>
47	Jan 14, 2008	<ul style="list-style-type: none"> <li>Final version received from copy-editor</li> </ul>
49	Feb 1, 2008	<ul style="list-style-type: none"> <li><b>Plan presented to University Park Administration</b></li> </ul>
60	April 15, 2008	<ul style="list-style-type: none"> <li>Strategic Plan Update and Indicator Reports Distributed (2005 to 2008 Plan)</li> </ul>
62	May 1, 2008	<ul style="list-style-type: none"> <li>Plan approved by UP Administration</li> <li>Plan promoted to community</li> </ul>
72	July 1, 2008	<ul style="list-style-type: none"> <li>Plan implemented</li> </ul>
108	April 15, 2009	<ul style="list-style-type: none"> <li>Strategic Plan Update and Indicator Reports Distributed</li> </ul>
116-118	May 18-Jun 7, 2009	<ul style="list-style-type: none"> <li>Strategic Planning Council Retreat (Year End Review and Plan Update)</li> </ul>
164	April 15, 2009	<ul style="list-style-type: none"> <li>Strategic Plan Update and Indicator Reports Distributed</li> </ul>
168-170	May 18-Jun 7, 2010	<ul style="list-style-type: none"> <li>Strategic Planning Council Retreat (Year End Review and Plan Update)</li> </ul>
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220-222	May 18-Jun 7, 2010	<ul style="list-style-type: none"> <li>Strategic Planning Council Retreat (Year End Review and Plan Update)</li> </ul>

