Strategic Planning at Critical Junctures

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Panelists

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Agenda

• Introductions & Workshop Overview
• Speaker #1 – Setting Graduate College Priorities
  – Small Group Breakouts #1
  – Small Groups Report Out
• Speaker #2 - Strategic Planning at a Time of Uncertainty
  – Small Group Breakouts #2
  – Small Groups Report Out
• Speaker #3 - Strategic Planning and Enrollment Goals
• Q&A
But first…
Background

COVID

Social Justice

New Deans Institute – Co hort 7 (2021)
Strategic Planning Resource Center
3.3 Organization & Leadership | Strategic Planning

– GPSPS leaders articulate a vision and mission, as well as set goals and objectives based on the needs of populations served, intended student learning outcomes and program outcomes.
– GPSPS leaders facilitate continuous development, implementation, and assessment of effectiveness and goal attainment congruent with institutional mission and strategic plans.
– GPSPS leaders promote environments that provide meaningful opportunities for student learning, development, and engagement.
– GPSPS leaders develop, adapt, and improve programs and services for populations served and institutional priorities.
– GPSPS leaders include diverse perspectives to inform decision making.
Four Phases of Strategic Planning Process

Phase 1: Environment Assessment
Phase 2: Institutional Mission and Objectives
Phase 3: Goals, Issues, and Strategies
Phase 4: Action Plans and Priorities

Strategic Planning Framework

1. Mission & vision statements
2. Research or situational analysis (internal/external data, SWOT)
3. Issues & Goals (DEI, external factors, elevate athletics, research growth, bolster teaching/retention)
4. General strategies (pillars, stems)
5. Action plans & budget alignment
6. Implement → monitor → adjust

← Community engagement
Strategic Planning and Enrollment Goals

April M. Boulton, Ph.D

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Institutional Strategic Plan

The Graduate Unit

Retention

Recruitment
A Strategic Enrollment Plan

- Do *not* wait for the request
- Do engage your faculty directors (and school deans)
- Do time your plan with the institutional planning cycle
- Do align your goals directly to the institutional strategic plan and budgetary strengths
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THE GRADUATE SCHOOL AT XXX: A BRIEF OVERVIEW

The Graduate School was established in XX, nearly 100 years after...INSERT RELEVANT BACKGROUND HERE...

The Graduate School serves an important role in expanding the academic profile of the institution, supporting and responding to ever-changing needs in the regional professional workforce, and providing an important revenue stream for the XXX. INSERT MORE FACTOIDS ON HOW CRITICALLY IMPORTANT THE GRAD SCHOOL IS WITHIN YOUR UNIVERSITY MATRIX

UNIVERSITY MISSION

INSERT

THE GRADUATE SCHOOL MISSION

INSERT

DEVELOPMENT OF THE STRATEGIC GRADUATE-ENROLLMENT PLAN

In developing this plan, we drew from several, reliable data sources to help inform where we are and where we hope grow. The Council of Graduate Schools (CGS) and the National Association for Graduate Admission Professionals (NAGAP) are the two premier organizations dedicated to the advancement of graduate education in the U.S. Their resources are cited below and included in several appendices. Other publications are also referenced, and we utilized the aforementioned data sources to provide helpful context to their conclusions regarding forecasts for graduate education.
STRATEGIC PRIORITIES

For the next strategic plan, we are projecting XXX,XXX credits in FY 20XX.

SET THE STAGE FOR THE DETAILED PRIORITIES TO FOLLOW—ARE YOU PLANNING TO GROW MODESTLY, AGGRESSIVELY OR MAINTAIN CURRENT NUMBERS?

TOP PRIORITIES
ADD IN-DEMAND DEGREES...

REDUCE THE NUMBER OF UNDER-PERFORMING PROGRAMS
Sunset under-performing programs that consistently require course cancellations due to low enrollment and/or with a five-year negative trend line that outweighs total credits.
INSERT A BASIC STRATEGY FOR CLOSING PROGRAMS IF APPLICABLE...
CITE GOVERNANCE/POLICY STRUCTURES SHOULD PROGRAM CLOSURES IMPACT TENURED FACULTY LINES.

ENHANCE TARGETED MARKETING
HOW?
XXX UNIVERSITY DRAFT STRATEGIC PLAN
2022-20XX

INSERT THE DRAFT GOALS OF THE LARGER UNIVERSITY STRATEGIC PLAN AND HIGHLIGHT EVERY GOAL THAT RELATES DIRECTLY OR INDIRECTLY TO THE GRADUATE SCHOOL
The following metrics will be achieved by the conclusion of this strategic plan. Progress will be monitored throughout the year and reported annually.

<table>
<thead>
<tr>
<th>Metric</th>
<th>University Strategic Goal Alignment</th>
<th>Current Or Baseline</th>
<th>2023 Goal</th>
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<td>Retention Metric</td>
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<td>Total Graduate Enrollment</td>
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APPENDICES

NATIONAL DATA

The below list corresponds to the order in which resources are presented in this appendix:

1) Recent articles on graduate enrollment with summaries
2) Clearinghouse data
3) Council of Graduate Schools data

INTERNAL DATA

The below list corresponds to the order in which resources are presented in this appendix:

1) Graduate enrollment at XXX UNIVERSITY FROM 20XX-2021
2) Cite particular program trends that highlight a success or demonstrate a concerning trend
3) Program cluster trends