Strategic Planning at Critical Junctures

13 July 2022

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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**
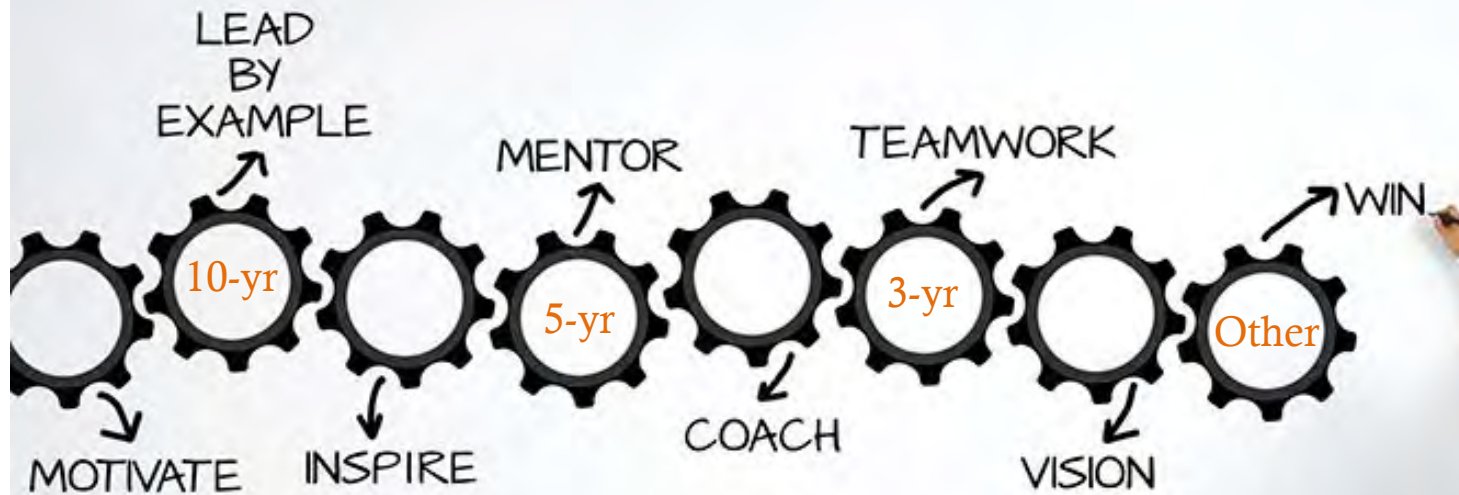
But first…

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Name ↑

📁 01_University-wide (High-Level) Planning

📁 02_Graduate School Comprehensive Planning

📁 03_Grad-Enrollment Strategic Planning
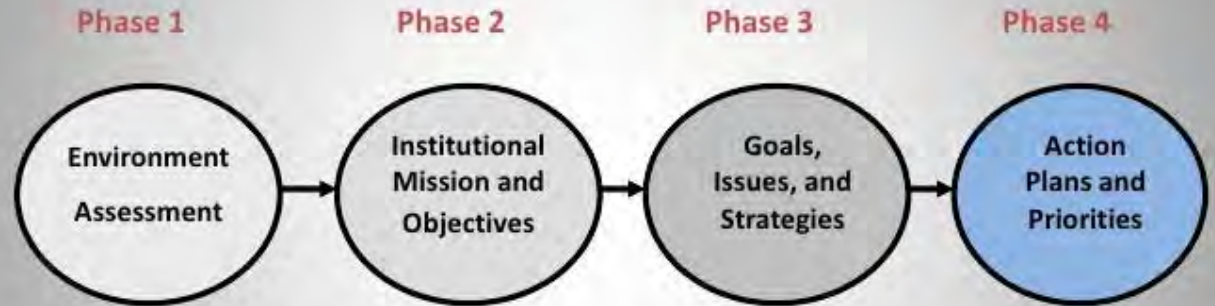
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Strategic Planning Resource Center

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

Outcomes Assessment in Higher Education, by J.L. Green and P.M. Jonas (1997)

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Strategic Planning Framework

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

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http://www.cli-cks.com/wp-content/uploads/2018/09/bigstock-166383731-e1512672027778.jpg

Strategic Planning and Enrollment Goals

April M. Boulton, Ph.D

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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 TENURDED FACULTY LINES.

ENHANCE TARGETED MARKETING
HOW?

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**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

METRICS

The following metrics will be achieved by the conclusion of this strategic plan. Progress will be monitored throughout the year and reported annually.

Metric	University Strategic Goal Alignment	Current Or Baseline	2023 Goal	2024 Goal	2025 Goal
Retention Metric					
Wellness Metric					
Enrollment Goal #1					
Enrollment Goal #2					
Enrollment Goal #3					
Enrollment Goal #4					
Enrollment Goal #5					
Enrollment Goal #6					
Total Graduate Enrollment					

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