

Strategic Planning and Program Improvement

Standards 1.A; 1.B; 1.C; 1.E

PAB Standard 1: Strategic Planning and Progress

- A. Prior Strategic Plan and Accreditation Review
- B. Current Strategic Plan
- C. Programmatic Assessment
- D. Student Learning Outcomes Assessment
- E. Strategic Issues for the Next 5-7 years
- F. Public Information



Plan and Improve

Past Strategic Plan and Accreditation Review

- Issues → Priorities → Action → Assess → Progress

Current Strategic Plan

- Goals and Measurable Outcomes
- Participatory

Programmatic Assessment

- Work Plan and Assessment Activities
- Benchmarks → Timeframe → Actions → Assess → Revise

Strategic Issues in Next 5-7 Years

Program Strategic Plan

1

Program **mission**

- What the program's purpose and reason for being...

2

Program's **vision**

- Aspirational statement about future of program and graduates...

3

Program **goals and objectives**

- Measurable
- Work plan

Program Mission -- **typically**

Teaching to achieve student learning and success
(we'll come back to this)

Research/Outreach to inform practice *or* advance knowledge *or* understand planning issues better *or* help students learning research skills

Service/Engagement to contribute to communities *or* provide opportunities to students for community engagement

Given vision, mission, context, resources, distinctive characteristics...

- ▶ What are the program's future goals (strategic, necessary, and aspirational)
- ▶ What are the plans to achieve them?
 - ▶ Outcomes/objectives
 - ▶ Performance indicators/measures
 - ▶ Benchmarks
 - ▶ Timeframe
 - ▶ Personnel and resources



Program Goals – Example

Increase Student Enrollment

- **Current:** 20 students enrolled
- **Aspirational:** 40 in 10 years
- **Realistic:** 30 in 5 years
(planning/action horizon)

Measurable Objectives

Plan with logic:

- Increase number of targeted applications from own institution (applicants → students)
- Expand market area for recruitment (applicants → students)
- Improve retention (Factors affecting retention: Student preparation, financial considerations, fit, culture, etc.)

Plan and Improve

- ▶ What are the **benchmarks** for **measurable objectives**?
 - ▶ Objective 1: **Double** number of **applicants** from own institution for Fall 2019 entering class
 - ▶ Objective 2: Establish **working relationships** in **two** new recruitment areas by Spring, 2020
 - ▶ Objective 3: Improve **year-to-year retention rates** for 1st→2nd Year by **5%** by Fall 2020 census

Outcomes Assessment

What are the methods for **evaluating progress** and **making improvements** to your plan

- What evidence do you have to assess the achievement of those goals?
- What are your results?
- Interpret and act – Success? Progress? Revise? Rethink?

Outcomes that MUST be Reported

- Graduate Satisfaction
- Graduate Service to Community and Profession
- Student Retention and Graduation Rates
- Graduate Employment
- Graduate Certification Rates
- Strategic Planning-Related Measures

Update Strategic Plan

What is the **process** by which the strategic plan is revised, refreshed, and disseminated

- New plan in response to poor performance
- Revised plan due to changed circumstances (internal or external)
- Define frequency, approach, responsibility