Strategic Planning and Program Improvement

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
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?
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