

A SURVEY OF STRATEGIC PLANNING PRACTICES IN HIGHER EDUCATION



OFFICE OF
QUALITY IMPROVEMENT
UNIVERSITY OF WISCONSIN-MADISON

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Survey of Strategic Planning Practices in Higher Education

Maury Cotter, Director, Office of Quality Improvement
Kathleen A. Paris, Consultant Emeritus, Office of Quality Improvement
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Overview

In the fall of 2007, the Office of Quality Improvement, UW-Madison initiated a survey primarily to determine how strategic planning processes are aligned with other key functions in higher education institutions. The survey was sent to member institutions of the National Consortium for Continuous Improvement in Higher Education (NCCI). Fifteen (15) institutions responded including

Cornell
Georgia Tech
Kentucky
Maryland System
Miami University, Ohio
Michigan State
MIT
Northwestern
Penn State
University of Baltimore
University of California-Berkeley
University of Illinois at Urbana-Champaign
University of Washington
University of Wisconsin-Eau Claire
University of Virginia

Table 1 is a summary of responses to key questions. Responses to all questions regarding alignment and integration were on an anchored scale of 1-5 where “5” was the high score (to a great extent) and “1” was the low score (very little). Appendix A includes raw data for selected survey items.

Table 1. Overview of Responses to Survey of Strategic Planning in Higher Education

Institution	A Campus Plan?	How Long?	Resources Aligned?	System for Aligning Resources?	Accred. Aligned?	Process Improv. Aligned?	Leaders Dev. Aligned?	Fund Raising Aligned?	Capital Planning Aligned?	Rewards Aligned?
Cornell	No									
Georgia Tech	Yes	10-20 years	5	Yes	3	2	4	5	5	3
Kentucky	Yes	Over 20 yrs	5	Yes	4	4	4	4	4	3
Maryland System	Yes	5-10 years	4	Yes	1	3	3	4	3	2
Miami, Ohio	Yes	5-10 yrs	In Transition							
Michigan State	Yes	Under 5 years	4	Yes	5	3	2	4	4	2
MIT	No									
Northwestern	Yes	Over 20 years	5	Yes	5	4	4	5	5	4
Penn State	Yes	Over 20 years	5	Yes	5	5	5	5	5	4
Baltimore	Yes	Under 5 years	4	Yes	2	3	3	5	5	2
California-Berkeley	No									
Illinois at Urbana-Champaign	No									
Washington	No									
Wisconsin-Eau Claire	Yes	5-10 years	1	Not yet!	5	2	3	4	2	1
Virginia	Yes	Under 5 yrs	5	—	5	5	5	5	5	4

Do you have an institution-wide Strategic Plan?

Ten out of 15 institutions or about two thirds indicated that they had a university-wide strategic plan. Respondents were asked how long they have been using strategic planning. Tables 1 and 2 indicate that the length of time is varied with as many involved for over 20 years as involved for less than 5 years. Comments on the planning processes follow.

Table 2. Length of Time Engaged in Campus Strategic Planning

n = 10

Length of Time	Responses
Just starting	--
Less than 5 years	3
5-10 years	3
10-20 years	1
Over 20 years	3

Michigan State

Our strategic repositioning plan is called "Boldness By Design". The web link is: www.boldnessbydesign.msu.edu .

Cornell

We are planning to do one next year...

UW Eau Claire

We have an institutional plan that is currently being revised. The existing plan can be found at <http://www.uwec.edu/chancellor/stratplan/execsum.htm>. More information on our current process is at <http://www.uwec.edu/chancellor/stratplan/index.htm>

Penn State

Plan can be found at www.psu.edu/president/pia

Georgia Tech

<http://www.gatech.edu/president/strategic-plan.html>

University of Kentucky

http://www.uky.edu/ucapp/files/Strategic_Plan.pdf

University of Maryland

We do, but it is a Systemwide plan, instead of a university-wide one, which outlines the strategic goals of Maryland's 13 campus public university system.

University of Baltimore

<http://www.ubalt.edu/template.cfm?page=51> We are currently updating the plan; a new version for 2008 - 2012 will be launched in the spring.

University of Virginia

The institution engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes that incorporate a systematic review of programs and services that (a) results in continuing improvement, and (b) demonstrates that the institution is effectively accomplishing its mission.

Northwestern

Northwestern has a five-year strategic "planning framework". Schools and units are influenced by this framework when they build their strategic plans. Departments and centers and administrative units are likewise encouraged to develop strategic plans.

Part I: Alignment of Campus Plan

Strategic planning is effective to the extent that it is used to guide decisions and behavior in an organization. Therefore, questions were asked about the extent to which strategic planning is integrated into priorities, reaccreditation, process improvement, professional/leadership development, fundraising, capital planning, and reward structure. These questions were asked on a 5-point scale with 5 indicating "to a great extent" and 1 indicating "very little." Unless otherwise indicated, the number of respondents to these questions was 9.

1. To what extent are resources aligned with priorities?

Responses suggest that resources are aligned to a great extent based on the strategic plan. The mean response was 4.22.

Comments

UW Eau Claire

This is a priority for our current process! We have formed a Strategic Budgeting Process Task Force to provide recommendations on how to align planning and budgeting.

University of Maryland System

In general, there is a strong alignment between our strategic goals and priorities and resources. However, our budget is built to a significant extent upon the combined current services of each institution. When new initiatives priorities or needs are identified, such as the development of a Systemwide program in environmental sustainability or targeted workforce development, these are typically treated as special funding initiatives outside the current services budget. The role each institution will take on under that initiative is negotiated (along with the budget) separately between the USM and the institutions. Such initiatives then may, or may not, become part of the current services base budget in subsequent years.

University of Baltimore

We've made great progress in this area, with some work still to do.

University of Virginia

The University of Virginia's Statement of Purpose and the accompanying goals provide a strong foundation for planning and for the processes of seeking and allocating financial resources. The University operates in a continuous mode of conducting research-based assessment, improvement, and investment, all with the goal of effectively accomplishing its mission. The University's current ten-year planning process provides clear evidence.

2. Do you have a system for aligning resources with your plan? How are these decisions made? By Whom?

Half of the respondents with campus plans said their institutions utilize committees or significant public review for making budget decisions and half said that budget allocation decisions were made by administrators such as the Provost, President, or CFO.

Comments

Michigan State:

The website describes the process more fully but academic units are expected to align at least some --the majority--of their unit strategic priorities with the five university-wide strategic initiatives, which are broad and deep enough for almost every academic unit to engage with in some way. Although not all academic investments are linked to the BBD plan, unit planning initiatives addressing the BBD priorities have a greater chance of being invested in, particularly if they are cross-cutting in nature. To catalyze the BBD planning process, the University created a special \$10 million Fund for the Enhancement of Academic Quality. It was a competitive process where academic departments submitted proposals and were awarded funds based upon their innovation, sustainability and a set of accountability measures. The Provost's Office makes final resource allocation decisions about academic planning priorities. The Chief Financial Officer's division makes decisions about administrative priorities linked to BBD.

Penn State

Many of the strategies for accomplishing the goals in the University plan come from the unit level plans and are budgeted at that level. University wide priorities are funded through central recycling and decisions are made through the Budget Task Force.

Georgia Tech

President, provost, and CFO ultimately decide. Structure includes an Assoc VP for Budget and Planning who reports to all three, and works with a team of budget, IR and capital planning leaders to lead the alignment of resources to the plan. IR person manages the plan. The plan is about 12 years old with an update midstream. Their upcoming update will be more of a capital campaign plan (with an academic and human resource focus) than a strategic plan.

Kentucky

They have a “Business 2020” strategic plan. Implementation of long-term financial plan and utilization of the University Committee on Academic Planning and Priorities

Maryland System

Decisions are made by Board and the Chancellor, in close consultation with the presidents, provosts, and administrative vice presidents of the individual campuses.

University of Baltimore

In general, there is a strong alignment between our strategic goals and priorities and resources. However, our budget is built to a significant extent upon the combined current services of each institution. When new initiatives priorities or needs are identified, such as the development of a Systemwide program in environmental sustainability or targeted workforce development, these are typically treated as special funding initiatives outside the current services budget. The role each institution will take on under that initiative is negotiated (along with the budget) separately between the USM and the institutions. Such initiatives then may, or may not, become part of the current services base budget in subsequent years.

Budget requests are made with direct references to planning goals and objectives. Public sessions are held, sponsored by the main shared governance body, at which departmental and school budget requests are made. Final budget decisions are made by the President's Executive Committee after considering community feedback.

University of Virginia

In summer 2005, the University embarked on an initiative to produce a strategic and financial ten-year plan. The overall objectives of this effort are: a) to focus academic priorities on areas of excellence, strength, and potential; b) to improve the University's national ranking; and c) to differentiate the University from its public and private competitors. Centered on the institution's Statement of Purpose and academic priorities, the plan relies on an administration-driven process to produce an academic and financial plan, engagement of the entire Board of Visitors in the process, and substantive review of the administration's work at key points along the way, largely by the Board of Visitors Special Committee on Planning.

Northwestern

The annual budgeting process is called "Planning and Budgeting". It is an opportunity for unit heads to present their strategic plan and any budget requests needed to fulfill that plan. Appropriate representatives from the President's Office are present at these meetings to ensure that resources are deployed strategically.

3. To What Extent is your Strategic Planning Integrated with Accreditation?

Two thirds report that planning and institutional accreditation are closely aligned. The mean was 3.89.

Comments

Michigan State

To the extent that overall university accreditation assesses academic quality as a whole and our BBD initiatives are all tied to that in some way, there is a strong link to accreditation. Our decennial re-accreditation occurred during the first year of the BBD plan so there was not an explicit integration with the accreditation process. The metrics embedded in our key accountability measures are all useful in some way to both university-wide and college-level accreditation.

UW-Eau Claire

We are in the midst of our self study process now and recommendations from our HLC data-gathering informs our planning process.

Penn State

The guidelines for the most recent cycle of strategic planning ask academic units to discuss progress and initiatives in learning outcomes assessment. This is a direct result of our Middle States Self Study and feedback from the visiting team. The guidelines are issued from the Provost and all budget units are required to submit 5 year plans July 1, 2008 that address the guidelines.

University of Maryland System

The plan, at the System level, presupposes accreditation and incorporates many indicators of progress that may be included in the reaccreditation plans of the individual campuses or departments. The plan is not overtly aligned with the accreditation needs or requirements of any one campus or program, however.

University of Virginia

A significant number of programs and schools, mostly professional, undergo review of program and learning outcomes by accrediting bodies, licensing, or certification programs. Programs in the schools of Architecture, Commerce, Education, Engineering, Graduate Business, Law, Medicine, Nursing, and several programs within the College of Arts and Science's Public Health, Chemistry, Psychology and Drama have to demonstrate to their accrediting bodies that their programs are in alignment with the agencies' accreditation standards. Although accreditation standards vary from organization to organization, most require the explicit definition and assessment of program and student learning outcomes. All programs are in full compliance with their accrediting organization's standards, as of their most recent accreditation dates

Northwestern

A key focus of our strategy is interdisciplinarity. This was the subject of our special review for accreditation.

4. To What Extent Is Your Strategic Planning Integrated with Process Improvement?

The mean response was 3.44, although responses suggest some polarity.

Comments

Michigan State

An area that could be made more robust on the academic side. Not surprisingly, this has happened to a greater extent on the administrative side since it is more a part of their cultural norm. However, as MSU begins developing an academic program review process, I am hopeful that they can become a natural element.

UW-Eau Claire

Rudimentary now, but like our resource alignment, this is a priority for us. Preliminary work has focused on issues that affect governance & administrative work--such as our Faculty & Staff Handbook and Goals of the Baccalaureate. We believe this is a productive place to begin because it connects the University Senate and key faculty leaders with our planning and improvement efforts from the beginning. The first steps with process improvement we've taken have strengthened our planning effectiveness tremendously.

Penn State

When we began CQI in the early 90s, through the strategic planning process all budget units were asked to identify core processes for improvement, indicators of performance, and benchmark institutions. We continue to ask units to identify strategic performance indicators appropriate to unit level goals.

University of Maryland System

The USM Systemwide strategic plan incorporates some key goals/processes, such as our Efficiency and Effectiveness Initiative, that are, I believe, highly influenced by, and/or reflective of, good process improvement strategies, but not all sections of the plan are built that way. The plan also incorporates various annual assessment and reporting mechanisms (some required by state law, some by Board of Regents policy) that contains elements of process improvement. And finally, the USM and Board of Regents typically engage in annual environmental scanning process, as part of their budget retreat, that ties into the plan.

University of Virginia

Process Simplification, a business improvement approach in which employees from the University's academic and administrative units form partnerships, in support of the mission of the University of Virginia, in order to create and maintain processes that: a) offer unprecedented levels of service; b) enhance the quality of work life of faculty, staff,

and students; c) empower employees to perform meaningful, productive work; and d) use technology and financial resources to their fullest advantage. The Office of the Vice President for Management and Budget includes a unit dedicated to Process Simplification.

Northwestern

Our latest planning framework, Highest Order of Excellence 2005-2010, was the impetus for several process improvement projects.

5. To What Extent Is Your Strategic Planning Integrated with Professional/leadership development?

Although the mean response was 3.67, responses tended to higher levels of alignment.

Comments

UW-Eau Claire

Professional/leadership development is a key theme that has come out of our planning effort and will be a priority focus as we implement our goals. The Chancellor has used the planning process to restructure his leadership group--expanding it and engaging a broader spectrum of faculty and staff in his priority initiatives. This has created momentum across divisions and colleges.

Penn State

Leadership Academy, Management Institute, and Mastering Supervision all include modules on planning, improvement, and assessment. New employees are given the University strategic plan as part of new employee orientation. I meet with all new deans and chancellors to describe the strategic planning process and offer assistance.

University of Maryland System

The plan is linked to one our statewide reporting accountability processes, known as Managing for Results (MFR), which lays out key goal statements, objectives and measurable indicators for the USM's state mandated goals. Many of these goals and objectives, in turn, are reflected in the individual campus MFRs. Each year, as part of the annual evaluation of each campus president, the chancellor looks at the institution's performance under its MFR.

University of Virginia

The University assesses its faculty professional development activities through several mechanisms. At the University level, the President requires semiannual reports of critical functions from administrators to benchmark faculty advancement best practices, and updates on efforts and activities toward those benchmarks. Participants of workshops offered by the Vice Provost for Faculty Advancement and the Teaching Resource Center complete evaluation forms at the end of each workshop to assess its content usefulness and instructor effectiveness. Faculty selected as fellows and mentors by the Teaching Resource Center perform annual and semiannual evaluations of their programs; and in

2006 the Center invited external assessors to evaluate its Excellence in Diversity Fellows Program. Within each school, annual surveys and focused group discussions are also administered to faculty to solicit their evaluations on faculty development programs and initiatives.

Northwestern

The planning framework also drove new programs in the area of professional development.

6. To what extent is your strategic planning aligned with fundraising?

The mean was 4.56 and most responses were on the “great extent” end of the scale.

Comments

Michigan State

Stewardship of resources is one of the five strategic imperatives and the Office of Development and Alumni Affairs is very cognizant of their link to academic planning and fundraising for these programs and projects.

UW-Eau Claire

We are working closely with our Foundation as our plan comes together--meeting with the Foundation Board and its strategic planning efforts, now also just beginning (the synergy is fortuitous!). UW-EC has just completed a major comprehensive campaign. The next step is to begin our next effort, which will be driven by the goals identified in our current planning process. We expect that within the next year, a "5" will be a better reflection of our alignment with fundraising.

Penn State

The case prospectus for the capital campaign includes support for student scholarships, strengthening faculty capacity, enriching the educational experience, enhancing honors education. Each of these initiatives is reflected in the University strategic plan and align with the vision to become more student-centered university which has been the topic of the president's state of the university address.

University of Maryland

Effective stewardship of resources (which includes raising outside funds) is one of the 4 strategic goals cited in the USM plan, and fundraising is referenced as a key strategy for success under two of the plan's strategic themes (achieving national eminence, and identifying new resources and practicing exemplary stewardship). To measure progress under these goals each year, a fundraising indicator is built into the System's MFR accountability reporting process and its annual report to the State on progress under the plan.

University of Baltimore

The updated plan will coincide with the public phase of a capital campaign, which

provides a significant opportunity to link fundraising messages and strategies directly to university goals and objectives.

University of Virginia

Development and Public Affairs has adopted mechanisms, such as regular meetings, oversight and advisory committees, and standardized reporting requirements, to ensure that fund-raising efforts remain directly related to the University's mission, goals, and priorities and are conducted in a professional manner. The Senior Vice President meets bimonthly with the University's Senior Development Officers and quarterly with the University's Chief Development Officers. These meetings provide the opportunity to review fundraising progress, to discuss the implementation of both new and revised reporting mechanisms, and to review the policies and guidelines designed to create a coordinated and integrated approach to fund raising.

Northwestern

Our university level campaign was driven by strategic priorities and ensuing campaigns have been as well.

7. To what extent is your strategic planning integrated with capital planning?

The means was 4.22 and most responses were on the "great extent" end of the scale.

Comments

UW-Eau Claire

Our strategic planning process has underscored the need for UWEC to integrate its facilities planning more closely with our strategic goals. We are currently searching for a facilities master planner and it is expected that when on board the individual will be integral to ongoing planning and implementation efforts.

Penn State

Included in the strategic planning guidelines, is the request to "address the implications and impact on current capacity in areas such as enrollment, staffing, budget, and space/facilities when considering future directions."

University of Maryland System

As with fundraising, capital investment is seen as one strategy for helping the USM to achieve its strategic goals, and capital planning with the USM takes place in that context. There is an indicator measuring System progress on achieving Board policy related to capital investment in facilities renovation and renewal in our accountability and strategic plan reporting processes.

University of Baltimore

The new campus Master Plan was approved last year, and will be referenced throughout the updated plan, as facilities enhancement will impact student and faculty recruitment; the quality of the educational environment; and raising institutional image and awareness.

University of Virginia

The University follows a defined Capital Project Authorization and Approval Process. This process is aligned with required state submissions for a Six Year Capital Plan to plan projects that will enable the University to continue to meet future institutional needs. In every even year, the Vice President for Management and Budget issues a call for capital projects to be initiated in the subsequent six-year period. The Project Initiation Form is the first step in initiating a Capital Project. All schools and units of the University considering a capital project must complete this form. The vice presidents, deans, and department heads then work with the Office of the University Architect to develop plans for facilities based upon academic needs, student life requirements (including housing and dining), research priorities, and institutional support programs and services. The University Architect collaborates with Facilities Management to determine the projected cost of these facilities and with the Budget Office to develop a Project Business Plan. The Budget Office develops funding plans with each plan sponsor, with particular oversight from Treasury Operations with regard to debt and University Development to assess philanthropic possibilities. The proposed Six Year Capital Plan that results from this process is evaluated and approved by the University's Capital Executive Review Committee, whose membership consists of the University Architect, Executive Vice President and Chief Operating Officer, Senior Vice President for Development and Public Affairs, Vice President and Provost, Vice President for Management and Budget, and Vice President and Chief Financial Officer. The committee-approved plan is presented to the Board of Visitors and then, upon Board approval, submitted to the state in the subsequent spring.

Northwestern

We have been engaged in a tremendous amount of building that reflects both strategic priorities as well as needs (age and condition of facilities)

8. To What Extent Is Your Strategic Planning Aligned With Your Reward Structure?

The mean was 2.78 with the majority of the responses in the middle or toward the “very little” end of the scale.

Comments

Michigan State

Not much but it could/should be particularly since we have metrics that perhaps deans and directors could be held more accountable for. Rewarding for performance against certain benchmarks has not been discussed except in the context of program disinvestment, investment or re-investment. No discussion about linking it to compensation, if that is the meaning of this question.

Eau Claire

Because our resource allocation is not currently aligned with planning our reward structure is not connected as well. Accountability for our planning goals is a critical component of our planning efforts thus far.

Penn State

Not certain about this since those decisions about the distribution of salary increases are made at the college or unit level. The per cent of the increase is part of the University budgeting process. Maintaining competitive in terms of salaries though continues to be a strategic focus. Finding the funds to do so is a budget priority and is taken into account when we determine tuition and fees increases.

University of Maryland System

Except perhaps for the evaluation system for our campus presidents, described earlier, there is not a direct link between our strategic plan and the System's reward structure.

University of Baltimore

Mostly to the extent that enrollment revenues are returned to the generating area (enrollment growth being an institutional priority).

Part II: Approaches and Impacts

9. Please describe your approaches for implementing your strategic plan.

Michigan State

See website www.boldnessbydesign.msu.edu.

UW-Eau Claire

We will support implementation on several levels: 1) Chancellor and his leadership group will set year-one priorities and assignments 2) University Planning Committee will develop clear benchmarks for the priorities 3) All colleges and divisions will be asked to align existing unit plans with the university plan (this process has already begun) 4) Networks will be encouraged to share best practices and celebrate successes 5) Annual report process (already in place) will be adapted to align with university plan and be more supportive of continuous improvement goals 6) Strategic Planning office will provide ongoing support for unit planning and process improvement 7) Budgeting process will align with planning through recommendations by Task Force.

Penn State

Since the process is both top/down and bottom/up, much of the implementation occurs at the college or unit level and is tracked through unit level measures of performance and data over time.

Georgia Tech

Achievement of our goals is highly resource dependant - we work very hard to acquire targeted state funding, building financing, and donated funds to achieve our goals. In a state environment, we must be creative from a funding standpoint. This requires careful coordination through our deans and executive leaders.

University of Kentucky

UK has had many strategic plans in the past. In 2005, it developed a long-term business plan which defines our goal and the overall funding required. The 2006-09 strategic plan is the short-term implementation of the business plan.

University of Maryland System

Due to the multi-campus structure of the System, implementation has been necessarily decentralized. Responsibility for carrying out strategies is divided between the USM Offices and USM campuses, depending on the nature of the activity and goal (academic, administrative, fundraising, etc.). Responsibility for measuring and reporting on progress under the plan rests in the Office of the Vice Chancellor for Administration and Finance/Chief Operating Officer. Each year that office develops a report that goes to the governor of the state, the president of the Maryland State Senate, and the speaker of the Maryland House of Delegates. In addition, the Board reviews progress on the plan through a "dashboard" management accountability process that looks at progress under key goals of the plan both at the Systemwide and individual campus levels.

University of Baltimore

Each school/college and administrative area is charged with developing a strategic plan and operating plan. At the annual Cabinet retreat, progress on university goals is discussed, with measures shared at fall convocation. [See next question.]

University of Virginia

The University monitors its decentralized planning processes through critical function analysis, which is under the direction of the Office of the President. This process requires each vice president to: a) determine the three to five most critical functions performed by his or her office; b) compare the University of Virginia's success (in regard to each function) to that of peer universities; c) list annual goals relative to each function; d) outline metrics to be used to evaluate fulfillment of these goals; and e) forecast the timeline necessary for the University of Virginia to become best-in-class relative to the critical functions. The purpose and philosophy of this effort stem from International Organization for Standardization's ISO 9000 principles of quality management. Chief among these principles are 1) the need to focus on continual improvement of the organization's overall performance versus expected outcomes and 2) the need to base management decisions on analysis of results.

Northwestern

Clear assignment of responsibility to work on specific implementation areas. Regularly review and revise our direction/strategies as appropriate. Communicate the plan widely and report on progress to keep in forefront of people's minds.

10. What Results or Impact Have You Seen from Your Planning? What Are Key Metrics for Tracking Progress?

Michigan State

See website www.boldnessbydesign.msu.edu. We are only entering the second full year of planning. The link provides a snapshot of where we are one year out--2006-07.

UW-Eau Claire

To date, the results have been qualitative (I would be VERY interested in learning more about what others are doing to track progress!) Our planning effort has engaged hundreds of faculty and staff in creating proposals and providing feedback. Anecdotal feedback is supportive of the inclusivity and transparency of the process. Data on our strategic planning from our accreditation focus groups is due in later this month.

Penn State

<http://www.psu.edu/president/pia/indicators/> This is the link for the performance indicators that accompany the University plan but there are better measures of performance at the college and dept. level because they tend to be less general more specific.

Georgia Tech

We have measurable goals in the appendix of the document highlighted in question six. Our Office of Institutional Research and Planning tracks our progress.

University of Kentucky

http://www.uky.edu/OPBPA/business_plan.htm

University of Maryland System

The chancellor and the Board of Regents consistently reference the plan in their public and private presentations and discussions as a kind of touchstone for reviewing where the System is and where they believe it needs to go. The plan is very useful in that way. See the following links for the plan, the most recent annual performance review, and our state-mandated performance accountability reports.

<http://www.usmd.edu/usm/adminfinance/accountability>.

University of Baltimore

We issue an annual 'report card' of key performance indicators -

<http://www.ubalt.edu/template.cfm?page=1195>

University of Virginia

The University of Virginia continues to excel in the U.S. News & World Report's annual rankings. In March 2007, many of U.Va.'s graduate programs earned top recognitions (see below). In August 2007, U.S. News & World Report's latest (undergraduate) college rankings placed the University of Virginia as the nation's #2 public university and 23rd (tied with Georgetown University) among all (248) national universities. Since U.S.

News began a separate listing of the top 50 public universities in 1998, U.Va. has never been lower than No. 2. In the 20-year history of the rankings, U.Va. has never dropped out of the top 25 listing.

Northwestern

New programs have been implemented and there have been improvements in administrative infrastructure.

11. Have You Learned Any of Your Approaches From Other Institutions or Organizations? If So, Please List.

Michigan State

University of Wisconsin-Madison, University of Wisconsin-Stout, Cincinnati University, Eastern Washington, University of Texas-Pan American, NCCI.

Penn State

Conversations with our CIC and NCCI peers have informed our process over the years. The process has evolved and is somewhat reflective of different leadership styles and expectations. This cycle will likely see more involvement of the Board of Trustees.

University of Maryland System

We looked at information and processes from a number of organizations across the country, including ACE's strategic plan and the University of North Carolina's planning and reporting systems, and others as well.

University of Baltimore

Great initial advice and support from Maury Cotter!

12. Do you have Best Practices you are willing to share?

UW Eau Claire

"A Time for Boldness" by Nancy Zimpher, Stephen Percy & MJ Brukardt, Anker Publishing, 2002

Penn State

Yes, but that's another conversation. Large representative strategic planning committees tend to not work well. On the other hand, it is important for the process to be inclusive and transparent so there needs to be balance. At times, we have been less strategic and more tactical in our planning. Internal and external recycling over time although necessary has had consequences especially for those units that have fewer discretionary funds. A declining state appropriation has also had an impact of the planning and budgeting process.

Georgia Tech

We are growing our research portfolio rapidly. This growth places pressure on our space and facilities. We have done an excellent job in our master planning process - it is well integrated with our strategic plan. <http://www.space.gatech.edu/masterplan.htm>

Kentucky

We believe the University of Kentucky is the first public university to implement long-term financial planning in such a thorough nature. President Todd is a strong advocate for the planning efforts and has spoken at various venues about UK's plan and is always willing to discuss the development and implementation of the business plan and the strategic plan.

Maryland

We are always happy to try and share information on our experience.

Raw Data on Selected Items

Question 8: Extent to which resources are aligned with priorities

n = 9

Scale	Number of Responses
5 (to a great extent)	5
4	3
3	0
2	0
1 (very little)	1
Total	9

mean = 4.22

Question 10: Extent to which strategic planning is integrated with accreditation

n = 9

Scale	Number of Responses
5 (to a great extent)	5
4	1
3	1
2	1
1 (very little)	1
Total	9

mean = 3.89

Question 11: Extent to which strategic planning is integrated with process improvement

n = 9

Scale	Number of Responses
5 (to a great extent)	2
4	2
3	3
2	2
1 (very little)	0
Total	9

mean = 3.44

Question 12: Extent to which strategic planning is integrated with professional/leadership development

$n = 9$

Scale	Number of Responses
5 (to a great extent)	2
4	3
3	3
2	1
1	0
Total	9

mean = 3.67

Question 13: Extent to which strategic planning is aligned with fundraising

$n = 9$

Scale	Number of Responses
5 (to a great extent)	5
4	4
3	0
2	0
1	0
Total	9

mean = 4.56

Question 14: Extent to which strategic planning is integrated with capital planning

$n = 9$

Scale	Number of Responses
5 (to a great extent)	5
4	2
3	1
2	1
1	0
Total	9

mean = 4.22

Question 15: Extent to which strategic planning is aligned with reward structure
n = 9

Scale	Number of Responses
5 (to a great extent)	0
4	3
3	2
2	3
1	1
Total	8

mean = 2.78