Rowan University Senate
April 12, 2013

STRATEGIC PLANNING UPDATE

Overview

- A brief history of strategic planning at Rowan University (2007-2013)
- The evolving nature of higher education planning
- Highlights of strategic planning direction and process
Strategic Planning at Rowan (2007-2011)

- **Strategic Plan 2007-2017** identified four strategic priorities:
  - exceptional academic and personal development
  - attractive, high-quality campuses
  - effective resource acquisition, utilization and sustainability
  - economic and cultural vitality of the region
- **Strategic Planning Task Force** requested annual reports from all divisions addressing progress toward these priorities.

- **2011-2012:**
  - Task Force was asked to revise the current mission statement.
  - The revision of the mission statement was tabled pending developments at the State level.
  - Task Force continued to meet and receive updates on initiatives such as Rowan Boulevard.
- Meanwhile, the senior leadership changed almost **100%**.

Strategic Planning at Rowan (2012-present)

- **January 2012:** Possible merger of Rowan with Rutgers-Camden is planned.
- **August 2012:** Governor Christie signs legislation elevating Rowan to comprehensive public research university status, transferring the School of Osteopathic Medicine to Rowan, and directing Rowan and Rutgers-Camden to establish the joint College of Health Sciences.
- **October 2012:** President Houshmand announces a new strategic planning initiative.
- **December 2012:** Deadline for request for Middle States approval of complex substantive change is expedited from April 2013 to December 2012.
- **January 2013:** Cabinet holds two-day strategic planning retreat.
- **January 2013:** Governor Christie authorizes the Secretary of Higher Education to post regulations governing applications to five bond act funds representing a commitment to capital investment totaling $1.3 billion.
- **February 2013:** President Houshmand directs submission of 18 applications to be submitted by Rowan, including 3 new buildings, 3 major building expansions, 3 renovation projects, and 9 technology infrastructure projects.
- **March 2013:** Bond application submissions are completed.
Evolving nature of higher education planning

- Until the 1970s, planning was autonomous and driven by:
  - plentiful resources
  - internal variables controlled by the institution
  - desires and interests of individual institutions
- Resources declined, but institutions continued to engage in autonomous planning processes.
- Actual decisions were driven by pressures created by external variables that were not controlled by the institutions.
- Results:
  - reactive decision-making
  - disconnection of planning from decisions

Contextualized model of strategic planning

- Adapted in the 1980s from military and corporate organizations
- Situates higher education institutions within an environment characterized by:
  - Change
  - Contingency
  - Turbulence
- Drives proactive decision-making.
- Repositions the University as responsible and responsive
The One-Page Strategic Plan

- Environmental analysis (PEEST and SWOT)
- Strategic initiatives (pillars)
- Challenges
- Operational Values
- BHAG’s (Big Hairy Audacious Goals)
- Targets
- Key Indicators

PEEST analysis

- Political and economic
  - Accountability
  - Diminishing federal resources as priorities shift
  - Declining state support
- Educational
  - Expanding and uneven access to education
  - Student costs
  - Market driven competition
  - Engaged learning expectations
- Social
  - Public criticism
  - Demographic trends
- Technological
Strategic initiatives (pillars)

- Access
- Affordability
- Quality
- Economic engine

Functions of pillars:
- Articulate values
- Clarify priorities
- Foster initiatives
- Guide decisions
- Provide objectives and metrics to evaluate institutional performance
- Evaluate trade-offs
- Manage competing priorities

Operational Values

- Student-centeredness
- Entrepreneurship
- Engagement
- Inclusivity
- Transparency
- Accountability
- Agility
- Opportunity focus
BHAG’s (AY 2023-24)

- 25,000 students
- $1 billion operating budget
- $100 million in sponsored projects
- $500 million endowment

Highlights of future structure and process

- Functional groups:
  - Board of Trustees
  - President’s Cabinet
  - Strategic Planning Council
  - Strategic Planning Advisory Committee
  - Institutional Effectiveness, Research, and Planning
  - University Senate
  - University Budget and Planning Committee
  - Campus Community

- Planning elements:
  - Goals
  - Leadership/Responsibility
  - Fiscal Impact
  - Performance Measures
Sources