

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

- ✖ Morrill, Richard L. *Strategic Leadership: Integrating Strategy and Leadership in Colleges and Universities*. Rowman & Littlefield, 2007.
- ✖ Harnish, Verne. *Mastering the Rockefeller Habits*. Gazelles, Inc., 2002.
- ✖ Bailey, Richard H. *Coherence: How Telling the Truth Will Advance Your Cause (and Save the World)*. Third Satellite Communicators, 2009.