Strategic Planning in Higher Education

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Why should we do it?

0 Discussions, Directions, Decisions
0 Facilitates assessment, QA, accreditation, resource allocation
0 Helps cross organizational silos

Why are YOU doing it?

0 Are you doing it for doing sake? Government pressure? Accreditation?
0 or you MEAN it?
Strategic ---

- Goals
- Objectives
- ????
What is Strategic??

- How to decide what is of Strategic importance?
- Are there common Strategic goals among HE institutions world wide?
Continuous Environment Scan

The Planning Context
Environmental Scan

- Social Opportunities
- Demography
- Other Federal Institutions
- Provincial Governments
- Mandate/Mission
- Non-Government Organizations
- Politics
- Economy
- International Governments/Partners
- Business Processes
- Culture
- Technology
- Governance
- Leadership
- Services
- Strengths
- First Responder Community
- Legislation

Institution

Threats

Environment
Continuous Environment Scan

International factors

National factors
SWOT

- Strengths, weaknesses, opportunities, threats
Strengths

0 Ranked 385 in the world; one of the very few GCC universities to be in top 400 ranking (rankings by QS 2014)

0 Many programs hold prestigious International accreditations such as (AACSB) in College of Business and Economics and (ABET) in College of Engineering, College of Education (CQAIE)

0 Only federal university to offer PhD Program

0 Brand new campus facilities and environment conducive to learning with its beautiful location in Al-Ain
Strengths: (Continued)

- Scholarships offered by UAEU to graduates to study abroad have resulted in around 250 national PhD holders.
- Highly qualified and skilled faculty members and staff.
- More than 56,000 alumni representing a significant number of national leaders in UAE.
- Distinguished role in community service and long life learning programs.
- Significant number of research partnerships with international universities and research organizations.
- Physical infrastructure, laboratories and modern technologies to support Research growth.
- Contributions to the knowledge economy of UAE.
Weaknesses

- Low male enrolment
- Losing some quality students from outside Al Ain city for other universities
- Low employment rates among female graduates in some disciplines as shown in the graduates surveys for geographic and social reasons
- Weak marketing and media relations, where achievements are not projected well
- No support for Alumni, assist them nor render expected service for them
- Faculty teaching overload to more than 12 Credit Hours weekly which does not allow enough time to conduct sufficient research
- Limited funds of the new SBF to support the University development in research areas & Community outreach, moreover it is insufficient to support the projected objectives of the University Community (Students Housing Environment, Separation between male and female, ... etc)
- Shortage of Public Relations Management and Marketing Plans of the University
Opportunities

- Need for more graduate programs to assist strengthening UAEU position being a research intensive university
- Growing number of research funding agencies in the country
- Increasing economic and demographic growth in Al-Ain and the UAE
- Increased interest in partnership with the University from international and local organizations
- Increasing UAE population in the 18-25 age group
- Increasing opportunities for Emirati women to participate in the UAE’s labor force
- Increasing recognition of the importance of education in the UAE and the region
- Advances in IT that could be used to reduce cost and have better performance
- Unique aspects of life in Al-Ain should be employed in marketing the University
Threats

0 Rapidly increasing number of competitors in the UAE and Gulf region
0 Increasing competition for a relatively small pool of federal funds without taking into consideration the University change of vision to be the premier intensive-research University internationally.
0 Inadequate academic preparation of most entering UAEU students
0 Low turnout for Teaching Assistant Program
0 Lack of sufficient funding to undertake international level research
0 Non-compatibility of the University’s response regarding its plans and programs with the rapid change in the developing fields in the UAE
0 Diversity of academic programs offered by newly established private higher education institutions
0 Public misconceptions and perceptions of the University
0 Ever changing financial policies
"Vision is the art of seeing things invisible" - Jonathan Swift
Vision
Mission

Caveman Incorporated

To evolve: Me will find cave.
Make fire. Kill. Eat. Sleep.
Run faster than everyone else.

A Primitive Mission Statement
Strategic plan links today with tomorrow
Values

Guide our behavior; how we will do what we are required to do to in order to achieve our goals!
Key Performance Indicators

- Measurable? 100% of our students will have critical thinking skills.
- Do we have systems to collect data?
- Is it even important for us to know this information?
- Targets; how to identify current status and future growth
  - Baseline + %
Several ways to say the same thing
Phase I: Knowledge Gathering
- Online Survey
- e-Dictionaries
- Phase I results and analysis
- Identify priority RAs
- Finalize analysis and recommendations
- Phase I results and analysis
- Identify RAs for Phase II

Phase II: Consensus-Building
- Online Regional Meetings
- Phase II results and analysis
- Identify priority RAs
- Finalize analysis and recommendations
- Phase II results and analysis
- Identify RAs for Phase III

Phase III: Alignment & Finalization
- In-Person Strategic Planning Meeting
- Review and consider feedback received during Phases I and II
- Discuss MPC's priorities and actions for 2013-2014
- Agree on MPC's priorities for 2015-2016
- Draft strategic action plan for 2013-2016
- Present strategic Action Plan for Review

July
August
September / October
Operational Plan

- Put your strategic plan to work
- For internal use usually
- Unlike the strategic part, this part is revised and amended frequently to respond to environment scans
- Resource allocation
  - People, time, space, technology, and funding
Template
Related plans

- Enrollment plan
- Human Resources Plan
- Finance (Budget plan)
- Services plan
- Research plan
- IT plan
- Facilities plan
- Institutional Advancement plan
Budget Plan

- Long term budget planning directly linked with SP.
- Without Strategic plan, incremental changes in budget rather than Strategic
- SP is a blueprint for initiatives that can be realistically supported by the budget. Long range budget plan should reflect this.
Strategic planning Committee

- Standing committee
- Standing item on the monthly meetings of each unit
- Finance, HR, Student Services, Faculty, Students, services etc. Chaired by highest possible level (at which time proper time can be allocated)
- Quarterly meetings
- Planning year?
  - Fiscal vs. Academic
Alignment

- A bigger picture; links all plans together
- Unit plans should be aligned with OSP.
- Link QA and SP
  - Include KPIs in the annual QA reports
  - PQA reports have LOA as well as performance indicators
Monitoring KPIs

- Annual, semi-annual, quarterly
- Reports to stakeholders and decision makers
- Action plans at unit level to address concerns
- Reports to SP committee
- Report from SPC to Chancellor including overall and unit actions plans, request for resources
- Amending the targets, operational KPIs
Action Plans

0 Online template