High Engagement Strategic Planning

GEDC PANEL
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CHICAGO IL

Why a strategic plan?

1. Set direction and priorities

2. Get everyone on the same page

3. Simplify decision making

4. Drive alignment of resources and activities for greater impact

5. Provide "safety" for those who wish to innovate

6. Unify messaging

Practical Considerations for Strategic Planning

- Groups involved in the process

- Level of input from participants

- Time to complete the plan

- Budget to allocate to completing the planning process

- When the planning process takes place

- Current culture – constraints and opportunities

Why High Engagement?

1. Creating a culture of collaboration

2. Faculty buy-in is critical to the plan's success

3. Innate knowledge of the College's strengths lies with the faculty and staff

4. Relationship building opportunity

5. Connection with administration

6. Emotional connection to key stakeholders

Early Faculty Engagement

Kickoff to Faculty

Draft "Statement of Direction"

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Present "Statement of Direction" at annual faculty retreat

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Solicit feedback from faculty

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Incorporate feedback from faculty and sent revised "Statement of Direction

Key Design Principles

Start with a "statement of direction"

Dean must be the champion for the process, but must also be willing to step back

Engage the total faculty early

Respond quickly to faculty input

The Statement of Direction

- What is it?
    - Key aspects:
        - Reflects values of the College
        - Differentiation
        - Making trade-offs
        - Fitting the activities together so they reinforce each other

- (Refer to handout for SoD outline)

Entrusting the Faculty

Discovery Phase

Dean assigns faculty and staff to groups and steps out of process

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Strategic work group formed of associate deans, department chairs and senior faculty member

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Six committees formed around platforms – Charged with meeting 1x per month for academic year

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Committees given set of deliverables to accomplish by platform

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Timeline for deliverables presented to working groups

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Hire support staff person

Key Design Principles

Use a "strategic work group" or senior faculty/ administrators to shape the plan

Ensure heavy involvement of faculty and staff in small groups

Project manager and consultant are hands on with groups

Establish a set of simple "deliverables" for subgroups and teams

Use light benchmarking in subgroups to bring in an outside perspective

Use a structured process and calendar of events

Bring in a support person as note taker, benchmark researcher, logistics resource

Involving Stakeholders

Recommendations Phase

Platform chairs give mid-process status report to Strategic Work Group

Focus groups with alumni, current students and parents

Dean's Leadership Council engaged

Young Alumni Board engaged

Periodic updates to Provost

Platforms charged with making recommendations to bolster their area

Platform recommendations made to Strategic Work Group

Key Design Principles

Pay attention to faculty team chairs, key thought leaders and influencers

Plan for regular involvement from the College's advisory board

Build in periodic connections with the Provost

Synthesizing and Implementation

Implementation Phase

Strategic Work group evaluates recommendations

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Dean synthesizes feedback to modify original "Statement of Direction"

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Strategic plan finalized and includes: long-term goals, areas of differentiation, and estimated costs

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Implementation planning begins

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Presentation to the faculty at August retreat

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Presentation to University leadership

Key Design Principles

Include an implementation plan and management approach as part of the process

Presentation to faculty should demonstrate completion of the input phase

Implementation Roadmap

Investments in the last year

Committed Investments

Supporting Activities

Anticipated Payoffs

Conditional Investments

Need to identify what you can and will do NOW and what is dependent on additional funding i.e. "conditional investments"

- Top Tier Undergrad College
- All Top 25/50 Grad Programs
- Sustainable Financial Model

Results: Four Key Strategies

New Undergraduate Model
- Modernize and innovate undergraduate curriculum
- Elevate the resources available to foster greater student success

New Revenue Engine
- Create new Master's programs
- Enter the Online education space

Enhance Research Stature
- Build reputation around six key research areas
- Increase the productivity of faculty research
- Increase the Ph.D. rate
- Build strategic partnerships leveraging research areas of focus

Sharpen Our Brand
- Elevate ability to communicate College's point of difference to key constituents – prosepective students, current students, parents, alumni, industry, funding agencies, peer institutions, internal stakeholders

Results: College Goals

- Aspirational Goal
  - Top 25 engineering school

- 5-year goal
  - Top 50 undergraduate engineering and computer science school
  - Top 25/50 Ph.D. programs

- 2-year goal
  - Top 60 undergraduate engineering school
  - Top 50 Ph.D. programs
  - Sustainable financial model

Results: Research Focus Areas

- Cognitive wireless systems and networks

- Cybersecurity

- Energy sources, conversion, and conservation

- Rehabilitative and regenerative engineering

- Smart materials for healthcare

- Smart management of water systems for sustainability