

APPENDIX B

Overview of Planning Process

Background of 2007-2012 IUP Strategic Plan

As the largest university in the Pennsylvania State System of Higher Education (PASSHE) and the only public Doctoral Intensive institution, IUP plays a pivotal role in the higher education system of Pennsylvania. IUP has been recognized for its combination of academic excellence and affordability. The depth and breadth of its academic offerings and opportunities for research are characteristic of a larger university. Yet, IUP maintains the qualities of a smaller institution with its low student/faculty ratio and its strong sense of community.

Strategic planning is an important tool to help organizations concentrate their energy to work toward identified outcomes and adjust their course when necessary to quickly respond to a changing environment. It provides a “roadmap” for organizations to establish direction and focus to achieve their desired future. It also provides a mechanism for organizations to be proactive rather than reactive. IUP’s most recent strategic plan was developed in 1997. In its recent reaccreditation from the Middle States Commission on Higher Education, it was recommended that IUP review its vision, mission, and core values and update its strategic goals, objectives, and action steps. Engaging in a strategic planning process has allowed IUP to be responsive to the Middle States Commission’s recommendations, as well as its internal and external environment.

There are three (3) different planning groups that have been involved in the university strategic planning process at IUP. These groups include:

- (1) The Steering Committee that consists of nine (9) individuals;
- (2) The Plan the Plan Committee that consists of eight (8) individuals; and
- (3) The Strategic Planning Committee that consists of forty-three (43) individuals.

These groups initiated the strategic planning process in the Fall of 2006. They began work on a draft vision, mission, and core values for the university and identified draft strategic goal areas. These drafts were posted on the IUP website for comment and feedback from the university community. In October 2006, the Plan the Plan Committee issued a Request for Proposals (RFP) for assistance in facilitating the strategic planning process. As a result of this RFP process, IUP retained the services of Tripp Umbach and Collective Impact to facilitate the development of a five-year university strategic plan (2007-2012).

Overview of Strategic Planning Process

Tripp Umbach and Collective Impact combined their expertise in strategic planning in working with IUP. Tripp Umbach, with its experience working with institutions of higher education, brought an understanding of these institutions and offered more traditional approaches to planning. Collective Impact, with its experience working with non-profits, governmental entities, and collaborative organizations, brought an innovative approach to the planning that engaged participants to think out-of-the box to identify creative strategies and solutions. Tripp Umbach and Collective Impact blended their approaches to strategic planning to offer a hybrid model of strategic planning that provided IUP with the benefits of traditional and innovative techniques and resources. This planning model and approach helped the university planning groups take their work to date and the feedback received from the university community and build upon it to develop a five-year strategic plan

The objectives of the project included the following:

- Engagement of stakeholders in a participatory process that encouraged continued involvement.
- Revised vision, mission, and core values for the university.
- Understanding of the strengths, challenges, opportunities, threats, and resources of the university.
- Strategic goals, objectives, and action steps that achieved the vision and mission.
- Development of measurable outcomes to assess the progress of the university in achieving its strategic goals.
- Creation of framework for assessing the achievement of the strategic goals and implementation of the strategic plan.

Tripp Umbach and Collective Impact guided IUP through the strategic planning process (figure shown on page 14). The project methodology included four (4) components:

- (1) Planning sessions with the Strategic Planning Committee of the University Planning Council;
- (2) SCOT analysis to identify the strengths, challenges, opportunities, and threats of the university;
- (3) Key informant interviews with university stakeholders; and
- (4) Discussion groups with university stakeholders;

Six (6) planning sessions were conducted with the planning groups from January 2007 to April 2007. At these sessions, the planning groups reviewed the feedback from the university community and the information obtained through the project activities to develop the elements of the five-year strategic plan. A SCOT analysis was conducted at a meeting of the Strategic Planning Committee to identify the strengths, challenges, opportunities, and threats of the university.

Tripp Umbach and Collective Impact actively engaged university stakeholders to help develop the components of the five-year strategic plan and the framework for the assessment of the plan. The consulting team conducted interviews with 28 key stakeholders identified by the IUP Steering Committee during the last two weeks of February 2007.

The purpose of the interviews was to obtain input from key university stakeholders to help assess the university's position and identify ways in which the university can move forward into the future. Specifically, questions were asked to supplement the SCOT analysis in which the Strategic Planning Committee participated and to obtain input on the future vision for IUP. Key university stakeholders were also asked questions regarding the draft strategic goals to gain an understanding of the meaning and interpretation for these goals and ways to achieve them. Input on the strategic goals from the interviews was reviewed and synthesized with feedback received on the goals from various university audiences to make recommendations for revisions to the goals.

Discussion groups were conducted with internal and external university stakeholders during March and April 2007. Discussion groups are Collective Impact's unique approach to obtain input from stakeholders. Similar to focus groups, discussion groups engage stakeholders to actively participate in the process. They bring together individuals and/or organizational representatives in participant-facilitated discussion around specific topics. This approach engages participants in discussion more effectively than traditional focus groups. It also allows for participation from larger numbers of organizations and individuals.

Nine (9) discussion group sessions were held on the IUP campus with the following audiences:

- Administrators, faculty, and staff
- President's Cabinet and Council of Trustees
- Council of Chairs
- Students
- Faculty
- Staff
- Community and affiliate organizations

There were a total of 111 participants in all discussion group sessions. Participants discussed the draft strategic goals developed by the university planning committees and identified ways to achieve those strategic goals.

The common themes from the discussion groups were reviewed by the university planning committees, along with the common themes from the interviews. From this review, the planning committees finalized the vision, mission, and core values of the university and the strategic areas to achieve the vision and mission. The committees also refined the strategic goals and identified key strategies to achieve the goals.

Indiana University Strategic Plan

