

# Strategic Planning at KCC

- Why are we doing it?
- What is it?
- How will we do it?

# Don't we do planning now?

- CUNY Master Plan
- Performance Management Plan / College Targets
- KCC Annual Priorities
- Executive planning
- Departmental and functional planning

# What is strategic planning?

- A disciplined effort to set goals and develop approaches to achieve them
- A “Characteristic of Excellence”
- Looks beyond a single year
- Prioritize efforts and guide annual priorities
- Connected to assessment and budget development

# What topics will be addressed?

- Academic
- Student support / enrollment management
- Technology
- Resource development
- Continuing education / workforce development
- Facilities
- Business continuity

# Who will do strategic planning?

- A steering committee and seven subcommittees
- Planning should involve the breadth of the college community, including faculty, administration, students, etc.
- Build upon the administrative structures and planning groups that already exist

# What tools will be used?

- KCC Mission, Goals, and Objectives
- Environmental scan
- Strengths / Weaknesses / Opportunities / Threats
- Performance Management Plan
- Other assessment results

# What might the results look like?

(1 of 3)

- A hypothetical academic plan:
  - Goals:
    - Develop and implement new academic programs
    - Improve advisement processes
    - Increase use of technology to support teaching and learning
    - Ensure information technology skills for all graduates
    - Adapt the course schedule to changing needs
    - Foster assessment of student learning outcomes

# What might the results look like?

(2 of 3)

- Goal: Develop and implement new academic programs
  
- Elements of the goal:
  - ✓ Develop new programs in allied health and related technologies
  - ✓ Develop new programs in business and marketing
  - ✓ Develop new programs in science
  - ✓ Review and revise programs for which transfer and/or career requirements have changed

# What might the results look like?

(3 of 3)

- Goal: Develop and implement new academic programs
  
- 2006-07 Annual Priorities:
  - ✓ Seek approval for a degree program in Biotechnology
  - ✓ Develop an A.S. degree in Business Administration with articulation agreements
  - ✓ Discontinue program in Pre-Physical Therapy
  - ✓ Activate the “undecided” major

# What about Annual Priorities?

- Annual priorities will be a natural outgrowth of the strategic plan. The strategic planning groups will review the plan, update it if necessary, and develop priorities annually.

# Where does the College Council come in?

- It can adopt the strategic plan and approve annual priorities
- Can a College Council committee be used to assist planning, and incorporate it more fully into college governance?

# What are the timetables?

- Kickoff: Fall 2005
- Preliminary reports: Winter 2005
- It will be a challenge to finish the overall plan in time for the Middle States visit in March, but we will need to show progress
- Must be finished in time for 2006-07 annual priorities to be approved by the College Council by the end of Spring 2006

# How does this connect to assessment?

- Assessment results will be used to inform planning processes
  - Assessment of achievement of Mission, Goals, and Objectives
  - Academic and Student Support Services assessment
  - Performance Management Plan
  - Other assessment results

# How does this connect to budget?

- Administrative officers will still develop operational plans and budgets
- Strategic and annual planning should be reflected in budget priorities
- Does not “lock in” operational budgets

# Strategic planning is not strategic management

- Strategic planning does not make future decisions. It is a tool - but it is not a substitute for the exercise of judgment by leadership. Ultimately, the leaders of any enterprise need to sit back and ask, and answer, "What are the most important issues to respond to?" and "How shall we respond?" Just as the hammer does not create the bookshelf, so the data analysis and decision-making tools of strategic planning do not make the organization work - they can only support the intuition, reasoning skills, and judgment that people bring to their organization.