

College Strategic Plans

Common finding: *Strategies, rationale, goals, tactics, and metrics are too general.*

Example: Student International Experiences

Strategy statements from plan drafts that are general:

- The college will increase the number of students who have an international experience over 5 years by 10%.
- The college will increase the availability of travel scholarships for student international experiences.
- The number of courses with an international opportunity will be increased.

More specific strategy statement with rationale and metrics:

Within 5 years, 80% of students in XXX major will participate in either:

- a long-term study abroad experience or
- a significant international experience via a two-quarter core cultural experience course.

International experiences for students in XXX major are essential for post-graduation success because that major's career paths require a high level of global awareness and understanding. Currently, 20% of students in this major participate in a long-term study abroad experience.

Specific goals and tactics:

To achieve the long-term study abroad experience strategy:

- **GOAL:** Twenty-five \$2000 need-based scholarships are needed to support students in XXX major (see table on back).

TACTICS:

- The x,y, and z scholarship funds (\$15,000) will be used solely to support need-based long-term international experiences in XXX major.
- Twenty percent (~\$15,000) of the dean's discretionary development funds will be used over 5 years to support need-based long-term student international experiences in XXX major.
- The department of zzz will provide \$20,000 annually to support need-based long-term international experiences for students in XXX major.
- The number one development priority is to increase scholarship funds for long-term international experiences by at least \$35,000 over five-years (\$900,000 total endowment).

- **GOAL:** A two-quarter core cultural experience course will be developed for those students in XXX major who cannot complete a long-term international experience. It will be available to all undergraduate majors in the unit. Anticipated enrollment is at least 25 but no more than 40 students per quarter.

TACTICS

- The course will be developed in consultation with the college diversity and international committees. Assessment metrics will be developed with these committees and in consultation with the Office of Faculty and TA Development, which will provide implementation and evaluation guidance.

- The course will be developed by one faculty member in x area and another faculty member in y area. These faculty members will be released by one course for the academic year.
- The course will be developed over two quarters and “tested” in the third quarter for implementation in the autumn quarter of the following academic year.
- The faculty members who develop the course will team teach the two-course sequence in the first year of its offering.
- In the third quarter the faculty instructors will debrief with the college diversity and international committees to enhance the two-quarter core cultural experience course.

Scholarship funds

Endowment Objective \$900,000 in 5-y: currently is \$375,000: fund-raising needed \$525,000 (\$105,000/y)

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Endowment amount	\$375,000	\$480,000	\$585,000	\$690,000	\$795,000	\$900,000
Payout	\$15,000	\$19,200	\$23,400	\$27,600	\$31,800	\$36,000
Total available	\$15,000	\$19,200	\$23,400	\$27,600	\$31,800	\$36,000

College contribution	\$15,000	\$12,900	\$10,800	\$8,700	\$6,600	\$4,500
Unit contribution	\$20,000	\$17,900	\$15,800	\$13,700	\$11,600	\$9,500

Goal		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
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Table Discussion Questions:

1. What do you see as the value of the more specific strategies, goals and tactics?
2. When reflecting on the draft strategic plan for your college, where might more specificity in strategies, goals and tactics be important?
3. What process might you use to get at this level of planning detail?