Strategic Planning Begins at Home
Writing an IR Strategic Plan

AIR Forum 2014
Patty McClintock and Linda Ferguson

There's More to BLUE.
Indiana State University
Introduction

• Background
• Strategic Planning Process
• Our Strategic Plan
• Conclusions
• Discussion
Why we need a strategic plan

• To set direction and priorities
• To get everyone on the same page
• To simplify decision-making
• To drive alignment
• To communicate the message

Michael Wilkinson - CEO & Managing Director of Leadership Strategies, Inc.

“You've got to be careful if you don't know where you're going, because you might not get there.” - Yogi Berra
History

• Student Research (pre-1993)
• Institutional Research & Testing (1993)
• Institutional Research & Effectiveness (1995)
• Strategic Planning, Institutional Research & Effectiveness (2001)
• Institutional Research & Assessment (2009)
• Institutional Research (2010)
ISU Strategic Plan

1. Increase Enrollment and Student Success
2. Advance Experiential Learning
3. Enhance Community Engagement
4. Strengthen and Leverage Programs of Distinction and Promise
5. Diversify Revenue: Philanthropy, Contracts and Grant
6. Recruit and Retain Great Faculty and Staff

Partnering for Success – to advance ISU and the Community
The Strategic Planning Process

Where are we now?

Where are we going?

How will we get there?
### Strategic Planning Template

<table>
<thead>
<tr>
<th>Question to be Answered</th>
<th>Strategic Plan Element</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where have we been?</td>
<td>History</td>
</tr>
<tr>
<td>Where are we now?</td>
<td>Context</td>
</tr>
<tr>
<td>Where should we go and why?</td>
<td>Vision</td>
</tr>
<tr>
<td>What is our work toward the vision? Who are we?</td>
<td>Mission</td>
</tr>
<tr>
<td>What will guide the work we do and the way we do it?</td>
<td>Values</td>
</tr>
<tr>
<td>What is in our way of realizing our vision?</td>
<td>Critical Obstacles</td>
</tr>
<tr>
<td>What will we do to realize our vision?</td>
<td>Strategic, Long-term Goals</td>
</tr>
<tr>
<td>What will we do in year 1, year 2, etc?</td>
<td>Short-term Goals and Objectives</td>
</tr>
<tr>
<td>How will we know we are successful?</td>
<td>Indicators of Success/Benchmarks</td>
</tr>
<tr>
<td>What infrastructure is needed?</td>
<td>Infrastructure Assessment</td>
</tr>
<tr>
<td>What will we do in the next 3 months, 6 months, year, 2 years?</td>
<td>Implementation Plan</td>
</tr>
<tr>
<td>How and to whom will the plan be disseminated?</td>
<td>Dissemination Plan</td>
</tr>
<tr>
<td>How will we monitor the plan and assess our progress?</td>
<td>Monitoring and Revising the plan</td>
</tr>
</tbody>
</table>
The Strategic Planning Process

Where are we now?
Mission

Institutional Research will ensure accurate and useful information is available for institutional planning, decision making, and operations. We will coordinate these services in an objective, systematic, and thorough manner, in direct support of Indiana State University’s strategic plan.
Values

Timely
We engage in reporting and research that is contemporary and beneficial

Research
We provide data, analysis, and information for reporting, planning, and decision making

Ethical
We are principled in our research and analysis

Efficient
We use our resources wisely

Strategic
We facilitate others’ success
Environmental Scan

Internal Analysis – IR Office
   SWOT (Strengths, Weaknesses, Opportunities, Threats)
   Staffing

Operating Environment – ISU
   Increased need for information
   Less budget

External Environment – State and Nation
   ICHE and State
   Federal
The Strategic Planning Process

Where are we now?

Where are we going?
Institutional Research

A broad category of work done at institutions to inform campus decision making and planning in areas such as admissions, financial aid, curriculum, enrollment management, staffing, student life, finance, facilities management, athletics and alumni relations.

The collection, analysis, reporting, and storage of quantitative and qualitative data about an institution’s students, faculty, staff, curriculum, course offerings, and learning outcomes.
The Future

Business Intelligence

• Environment where users get information that’s reliable, secure, consistent, understandable & timely
• Yields an understanding of where you’ve been, where you are and where you’re going
• The point where technology, information and application come together
D2K – Data to Knowledge

Framework for the continuous improvement loop of:

- Gathering data
- Making decisions & taking action based on the data
- Measuring the results against metrics
- Feeding the “lessons” from one decision into the next
D2K at Indiana State

Application of Knowledge

Data Collection (Storage)

Data Delivery / Information (Transformation)

Data Management (Organization)

Information to Knowledge (Evaluation)
Future Direction

• Reporting of specific student/employee data
• Completing specific surveys & special reports
• More current-topic & executive-level analyses
• Retention/Graduation/Success
• Repository for & source of official University information
Vision

Institutional Research will produce data, analysis, and research for the growth, planning, and policy making of Indiana State University, Terre Haute, the state of Indiana, and the region.
The Strategic Planning Process

Where are we now?

Where are we going?

How will we get there?
How will we get there?

- Strategic Positioning
- Goals and Objectives
- Implementation Plan
- Benchmarks and Work Plans
- Monitor
- Adjust
Strategic Positioning

- Mandated Reporting
- Operational & Strategic Planning
- Data Development & Management
- Survey Research
- Management Information
- Policy Analysis
Getting Started – Year 1

- Survey and Report Reductions
- Advisory Board Appointed
- Strategic Plan Development
- Qualifications Documents
- New Positions
Infrastructure Changes

• Fill Reporting Analyst position
• Add Business Intelligence position
• Develop a Matrix of Office Staff
• Functional Space
Goals & Initiatives – Year 2

- Relocate Surveys, Reports and Applications
- Moratorium on New Reports and Projects
- White Papers/Fact Sheets
Goals & Initiatives – Years 3 & 4

• Increase Web Presence and Data Access
• Add New Personnel Dimensions
• Annual Report
• Redirect the Budget

Goals & Initiatives – Year 5

• Harden the New Niche
• Write a New Strategic Plan
Work Plans & Benchmarks

• More Focused Operations
• Increased Connection to Campus
• Implementation of External Review
• Implementation of Internal Review
• Official Source of Information
• Align Office Plan with ISU’s Strategic Plan
• Data Collection and Analysis More Efficient
Benchmarks

More Focused Operations

- By 2010, surveys & reports will be reduced by 50%
- By 2010, an Advisory Board will be appointed
- By 2010, operational, tactical, and strategic plans in place
- By 2010, all staff will have qualifications documents
- By 2011, hardened office structure in place
- By 2012, every project will have a white paper
- By 2012, 100% of budget will be spent in direct support of the IR and ISU strategic plans
Dissemination Plan

- Annual Report
- IR Advisory Board
- Name Change
- Overview of Services
- Strategic Plan
- Consultants and Interns
Monitoring & Revising the Strategic Plan

- Annual Revision of Plan
- Annual Report
- IR Advisory Board
- Website Tracking
- Work Request Tracking
Conclusion

• Ultimate goal is to directly contribute to the success of the University
• Committed to gathering data, performing analysis and doing research in a timely, ethical, and efficient manner
• 14 strategic goals and a 5-year guide provides the pathway
Update for 2014

Our 5-Year Strategic Plan “expires” in a few months

In the process of writing the next 5-year plan

• Assessment
  - Research/Analysis Bandwidth
  - BI/Data Warehouse
  - IR Key Issues
  - Changes since 2010
Discussion
For More Information

Patty McClintock - patty.mcclintock@indstate.edu
Linda Ferguson - linda.ferguson@indstate.edu

ISU’s Institutional Research Strategic Plan
http://irt2.indstate.edu/ir/index.cfm/main/about/stratplan