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# Following Through on Strategic Plans: from Words to Deeds

George Mason University – SCUP 45

July 14, 2010



Where Innovation Is Tradition

# Following Through on Strategic Plans: from Words to Deeds

## Presentation Outline

- Strategic Planning and Implementation Processes
- Developing Metrics
- Linking the Planning Process
- Budget Process
- Discussion

# Learning Outcomes

1. Develop a university strategic plan and follow-up with individual unit planning.
2. Integrate strategic plans, resource planning, assessments and evaluations, and accreditation.
3. Identify the challenges and opportunities for development of and tracking of annual metrics for assessing strategic goals.
4. Discuss the importance of flexible planning in uncertain times.

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Provost url is: <http://provost.gmu.edu/index.php>

Budget and Planning is: <http://budget.gmu.edu>

Facilities is: <http://facilities.gmu.edu/planning2/index.htm>



Where Innovation Is Tradition



**Loudoun                      Fairfax                      Arlington                      Prince William**

1972 George Mason University established as an independent member of the Commonwealth of Virginia's system of colleges and universities.

1979 Arlington Campus acquired

1997 Prince William Campus established

2005 Loudoun site established

11 academic units

32, 067 total enrollment (17,996 full time, 14,071 part time)

186 degree programs offered

5,000 students living on campus

5.5M square feet of assignable space in 144 buildings

\$887.1M total operating budget

\$100.2M in research expenditures

\$807M current capital planning, design, construction program



**Where Innovation Is Tradition**

# Strategic Planning and Implementation Process

1. Why this process was chosen and what was the work involved
2. Why needed and how used for internal constituencies
  - a) Overall plan for University
  - b) Major unit planning tied to the overall University plan
  - c) Relates to actual decision making
3. Why needed and how used for external constituencies
  - a) Board of Visitors
  - b) Accreditation
4. How to deal with the unexpected problem of mixed results

# Developing Metrics

1. Why are metrics important
2. How do you approach developing the metrics?
3. How do you prioritize and simplify the metrics to use
  - a) Using metrics for the strategic plan versus metrics for operational evaluation
4. Examples of the metrics

# Examples of Metrics

<b>DRAFT - REVISED GOAL 1</b>								
<b>1. Raise our profile as a nationally ranked research university.</b>								
Description	University Goal it supports	Quantitative Measure	Frequency of Measurement	Success Standard				
<b>FUNDING</b>						FY07	FY08	FY09
1	Overall Sponsored Funding Level	1	University Sponsored Expenditure Increase/ Decrease	Annual	Increase sponsored expenditures by 10%  % change Total	Total \$67.6	Total \$79.9  18.2%	Total \$100.2  25.4%
<b>RANKING</b>						FY06	FY07	FY08
2	National Ranking for funded research	1	NSF Annual R&D Survey	Annual	Be ranked among the top 125 institutions  Change	165	159  +6	151  +8
<b>TECHNOLOGY TRANSFER</b>						FY07	FY08	FY09
3	Number of Licenses and Patents Issued	1	Number of licenses	Annual	TBD	2 licenses 9 patents	13 licenses 5 patents	4 licenses 7 patents
<b>FACULTY RESEARCH PRODUCTIVITY</b>						FY12	FY13	FY14
4	Citation Index (Additional follow-up with Assoc. Deans required)	1	Currently reviewing vendors with intent to define and implement in 2012	Annual	TBD			
<b>GRADUATE STUDENTS</b>						FY07	FY08	FY09
5	Number and Average Funding of PhD Students Supported	1	Number of PhD students with sponsored funding	Annual	Increase proportionally with sponsored funding growth  (excludes waivers)  % change	All: 631 \$6,329,225 Sponsored: 295 \$3,563,209	All: 673 \$6,908,301 Sponsored: 252 \$3,139,577	All: 660 \$7,396,297 Sponsored: 287 \$3,764,805
						FY07	FY08	FY09
6	Number of PhDs Finishing	1	Number of PhDs finishing degree	Annual	Increase proportionally with sponsored funding growth  % change	181	189  4.4%	202  6.9%



# Examples of Metrics

<b>DRAFT GOAL 5</b>								
<i>5. Develop more fully a global competence among our students, while extending global and local awareness in the environmental area.</i>								
	Description	University Goal it supports	Quantitative Measure	Frequency of Measurement	Success Standard			
<b>STUDENTS STUDING ABROAD</b>						FY08	FY09	FY10
1	Increasing numbers of students studying abroad	5	# of Students in authorized program	annually	increase number of students 3% per year % change	882	892 1.1%	838 -6.1%
<b>INTERNATIONAL STUDENTS</b>						FY08	FY09	FY10
2	Number of international students	5	# of Students in authorized program	annually	increase the number of students 3% per year % change	1790	1731 -3.3%	1773 2.4%
<b>ACADEMIC DUAL DEGREES</b>						FY10	FY11	FY12
3	Number of academic dual degrees and collaborative projects with international partners	5	Dual Degrees Established	Five-year growth	Grow to a total of 15 dual degrees by 2014	5		
<b>GLOBAL AWARENESS</b>						FY10	FY11	FY12
4	Majors in Global Affairs Degrees	5	The number of students enrolled in the Global Affairs Degree programs	Five-year growth	BA Program: Maintain current enrollment level. MA Program: increase FTE enrollment by 60 FTE or more	BA: 584.5 MA: 6.25		
<b>ENVIRONMENTAL SUSTAINABILITY AWARENESS</b>						FY10	FY11	FY12
5	Number of students who expand their understanding of environmental sustainability issues	5	Number of students graduating with a major, minor or certificate in sustainability.	Five-year growth	Increase degree awards in sustainability to 50	Majors: 0 Minors: 0 Certificates: 0		
<b>CARBON FOOTPRINT</b>						FY07	FY08	FY09
6	Metric tons of carbon dioxide equivalent per FTE	5	In Progress	In Progress	2% decrease annually	107,611 MTCDE	107,656 MTCDE 0.04%	105,636 MTCDE -1.9%

# Linking the Planning Process

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1. Blending state mandated planning with strategic implementation – enrollment, SACS, global etc.
  - a) coordinating academic and university strategic planning

# Unit Planning – Template Example

## FY 2014 Strategic Planning Unit Statement Template

*To be submitted no later than July 15, 2008*

*Items 1, 2, 3 A and 3 B are required at this time; remaining items will be due at a future date*

- 1.) Unit Name:
- 2.) Unit Mission Statement:
- 3.) Unit Goals for 2014 (For each goal address the following):

- A.) Goal description:
- B.) Explain which University Strategic Plan goal this supports:

*The following items are not required at this time, but are shown here to allow units to begin thinking about these issues. Units will be required to provide answers to these questions in the second phase of the Unit Planning this fall.*

- C.) What challenges will be faced/addressed achieving the goal: (excluding additional resources required to achieve the goal)
- D.) Additional resources needed to achieve this goal (space, specialized facilities, staffing, budget). Describe rationale for, and identify approximate range of additional financial resources needed:
  - Less than \$250,000
  - \$250,000 - \$499,000
  - \$500,000 - \$749,000
  - \$750,000 - \$999,000
  - over \$1,000,000.
- E.) List the performance indicators that will support the measurement of outcomes and accountability (See “Questions to consider...” below):
- F.) Describe impact and relationship, if any, on other University units, including collaboration with other units that the goal supports:

Note - Where appropriate (not all will be addressed by all units), address the following within the goal discussion:

1. Staffing projections – How is unit staffing affected by achieving this goal?
2. Enrollment projections – How are unit enrollment projections affected by this goal?
3. Funded research projections – what are the specific unit research projections and how does this goal affect them?
4. Diversity targets and strategies – How does this goal enhance the University’s diversity or draw upon its current strengths?
5. Global activities – How does this goal further global initiatives?
6. Lifelong learning opportunities and strategies
7. Distributed campuses – how will you use Mason’s distributed campuses to achieve this goal?
8. Additional revenue sources – what avenues are possible for non-traditional revenue in support of this goal?

# How to ensure overall strategic goals in annual academic planning

## 1. Programming

- a) Address/Comment on Issues Impacting or Influencing Unit Enrollment Projections
- b) Distance Education
- c) Academic Program Review
- d) Specific Programs “On Watch”
- e) Linkages with other program (by campus)

## 2. Funding Issues

- a) Reaffirm Budget Priorities
- b) Discuss Student Support (Scholarships, Graduate Tuition Waivers)
- c) Discuss Graduate Tuition/Premiums

# How to ensure overall strategic goals in annual academic planning

## 3. Infrastructure Issues

- a) Space Needs (Classroom/Office/Research)
- b) Equipment
- c) Other Infrastructure (IT, Library, etc)
- d) Scheduling/Room Size
- e) Campus
- f) Support Services




# Non-Academic Unit Planning

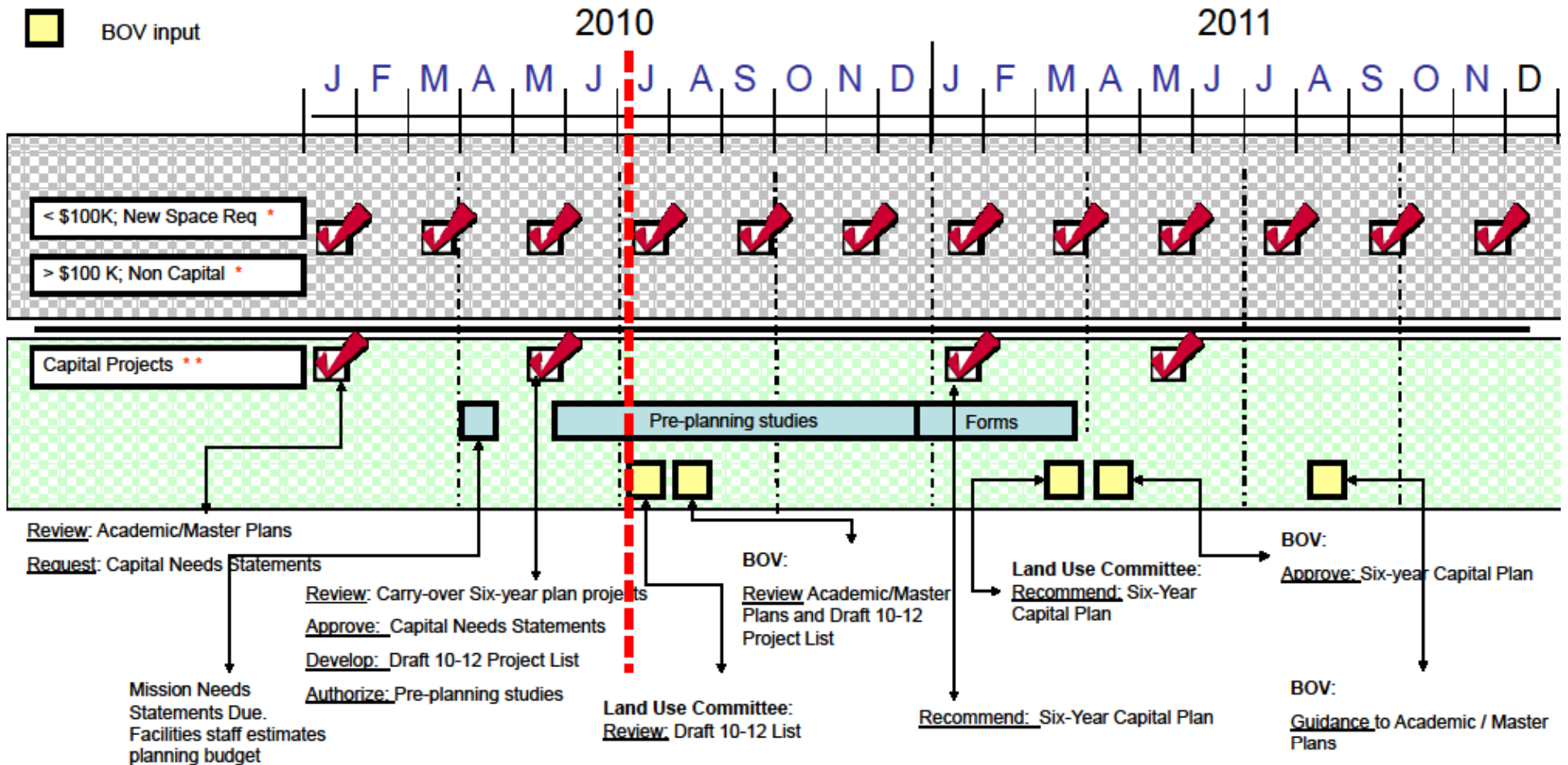
1. Supporting Academic plans and goals
2. Establishing independent goals
3. Managing the tension

# Capital Planning Process

1. Strategic Planning and the Capital Budget Request Process
2. Identifying and Prioritizing Future Needs
3. Lack of state support for facilities pre-planning initiatives
4. Planning for ongoing operational and IT costs

# CAPITAL PLANNING CALENDAR

-  SAC Meeting
-  Staff Support
-  BOV input





**George Mason University - Capital Planning  
Decision Matrix - Section III - Input - Scoring Sheet**

**Project Type:**      **Academic** \_\_\_\_\_      **Non Academic** \_\_\_\_\_      **Date of Submission:** \_\_\_\_\_

**Project Name:** \_\_\_\_\_  
**Project Champion:** \_\_\_\_\_  
**Unit:** \_\_\_\_\_  
**Phone/E-mail:** \_\_\_\_\_

**Impact Scoring Key**  
 0 = no impact of the project on the criteria  
 1 = low impact of the project on the criteria  
 2 = medium or average impact of the project on the criteria  
 3 = high impact of the project on the criteria

No.	Criteria	Impact			
		0	1	2	3
<b>1</b>	<b>University Mission and Vision</b>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1.1	Does this project align with the University Mission and Vision?				
1.2	Does this project address a competitive threat?				
1.3	Does this project provide a competitive advantage?				
1.4	Does this project promote innovation?				
1.5	Does this project promote diversity?				
1.6	Does this project contribute to the long term viability of George Mason University?				
1.7	Does this project promote opportunities for Life Long Learning?				
1.8	Does this project advance implementation of the University Masterplan?				
<b>2</b>	<b>University Image and Public Perception</b>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
2.1	Does this project enhance Mason's image?				
2.2	Does this project have the ability to improve regional, national and/or international reputation?				
2.3	Does this project promote the perception of Community and Business alliance building?				
2.4	Does this project promote the perception of Mason as innovative and entrepreneurial in spirit?				
2.5	Does this project improve academic and/or research quality?				

Guiding Concepts

# Space Metrics

Fiscal Year	Total Enrollment (FTE)	E&G		Auxiliary Enterprises		Total	
		Total NASF	NASF per FTES	Total NASF	NASF per FTES	Total NASF	NASF per FTES
1997	17,257	1,085,532	63	1,048,697	61	2,134,229	124
2003	20,223	1,350,570	67	1,360,048	67	2,710,618	134
2007	22,706	1,539,020	68	1,862,822	82	3,401,842	150
2009	23,348	1,705,920	73	2,798,075	120	4,503,995	193
2012	24,419	2,157,322	88	4,808,122	197	6,965,444	285

# Budget Process

1. Blending university and unit planning with the budget
2. Prepare multi-year modeling/budgeting
3. Strategic Plan priorities and goals drive budget priorities
4. How to balance maintenance versus strategic budget priorities and decisions
5. Funding strategic priorities in times of funding constraints
6. Ensuring budget decisions are shared with university constituencies

# Budget Process

## On-Line Budget Request Form

Use <Tab> key or Mouse to move between boxes in this form.

[Click here to review instructions for submitting requests](#)

Unit:

Fiscal Year 2011-12

Enter title of

budget request: Request Title:

Enter a *brief* paragraph describing this request, including how the resources requested will be used. The opportunity to provide more detail or additional justification will be an option after the initial submission.

Description:

What are the goals and objectives this request supports, including the extent to which the request enhances achieving strategic goals, or addresses issues identified through Program Review?

What are the measurable outcomes that will be realized if this funding is supported, and over what period of time?

What are the ramifications and alternative plans if this funding is not provided?

# Challenges

1. Maintaining but adapting goals amid unplanned budget pressures
2. Linking well-established planning processes to strategic implementation – e.g. auxiliary enterprises, athletics
3. Winning more uniform commitment to the process from units with separate dynamics, e.g. administrative and some academic units
4. Gaining more consistent and routine commitment from higher administration to make strategic implementation as part of policy formulation

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