



Strategic Planning

Strengths and Opportunities

Presented to the
Strategic Planning Steering Committee

October 26, 2010



Traditional Scholarship vs. Engaged Scholarship

Traditional Scholarship	Engaged Scholarship
• Breaks new ground in the discipline	• Breaks new ground in the discipline <i>and has direct application to broader public issues</i>
• Answers significant questions in the discipline	• Answers significant questions in the discipline <i>which have relevance to public or community issues</i>
• Is reviewed and validated by qualified peers in the discipline	• Is reviewed and validated by qualified peers in the discipline <i>and by members of the community</i>
• Is based on solid theoretical basis	• Is based on solid theoretical <i>and practical</i> bases
• Applies appropriate investigative methods	• Applies appropriate investigative methods
• Is disseminated to appropriate audiences	• Is disseminated to appropriate academic <i>and community audiences</i>
• Makes significant advances in knowledge and understanding the discipline	• Makes significant advances in knowledge and understanding of the discipline <i>and public social issues</i>



2 Source: Andrew Furco, Associate Vice President for Public Engagement, University of Minnesota, February 2008.

Example SWOT Analysis

SWOT Analysis for Engaged Scholarship (from 20 campus teams)	
<p>Strengths</p> <ul style="list-style-type: none"> • Leadership support • Explicit recognition of CES • Key faculty commitment • Partnerships of various kinds • Institutional coordinating structures • Faculty development capacity • Fiscal support 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of institutional support • Heavy teaching loads and time pressures • Limited faculty knowledge or training • Lack of models and rewards • Limited partnerships and collaborations • No institutional infrastructure • Low motivation and morale • Little communication
<p>Opportunities</p> <ul style="list-style-type: none"> • Community interest and receptivity • Recruitment of faculty • External funding opportunities • National dialogue/trends • Vibrant entrepreneurial sector • Changes in P&T structures • Faculty development • K-12 innovation 	<p>Threats</p> <ul style="list-style-type: none"> • Lack of clear definition of CES • Disconnect with communities' interests • Lack of CES capacity • Faculty work constraints • Competition <ul style="list-style-type: none"> • Among priorities -- individual and institutional • With other institutions • For funding

3

Source: Andrew Furco, Associate Vice President for Public Engagement, University of Minnesota, February 2008.



Coming to Terms With Strategic Planning

- **Quotation from James Moeser:**

“...A good plan needs to be specific enough to include concrete action steps, assignment of responsibility and a mechanism for measuring success. It also needs to be flexible enough to allow for opportunistic adjustments as the environment evolves.”

- **Definition of terms:**

- *Strategic Plan* – The narrative map that communicates where an organization wants to go and identifies how it intends to get there.
- *Vision* – A description of a desired future state. The best visions are vivid, compelling, and well-understood and build on the institution’s strengths and values.

4

Source: Patrick Sanaghan, *Collaborative Strategic Planning in Higher Education*, (Washington DC: National Association of College and University Business Officers), 9.



Coming to Terms With Strategic Planning

- **Definition of terms (continued):**

-

- *Core Values* – The core beliefs and guiding principles that govern daily behavior, communication, decision making, and leadership within an organization. These are considered non-negotiable.
- *Mission* – Articulates the institution's purpose and the major activities in which it is engaged. By incorporating its particular values, an institution differentiates itself from other organizations engaged in similar activities.

5



Coming to Terms With Strategic Planning

- **Charge to the working groups:**

- *Goal* – Large-scale effort, that, when accomplished, moves the organization closer to its vision. Effective goals are subject to assessment.
- *Characteristics* – Specific aspects of the goal to focus on.

6



Coming to Terms With Strategic Planning

- **What the work groups develop:**

- *Strategy or Strategic Action* – A particular measurable approach in pursuit of an organization's vision, usually in support of one or more specific goals. It includes a timeline that specifies who will do what and when. The best strategic actions are SMART:
 - Specific
 - Measurable
 - Agreed upon
 - Reasonable
 - Time-limited
- *Metrics and benchmarks* – Success indicators that mark the progress of the strategic actions and their work plans.

7



Example Goal: Engaging Scholarship with Public Service

- Goal: *KU will engage its scholarly activities in partnership with our local, state, national, and global communities to have direct public impact.*
- Characteristics:
 1. Recognition of scholarly engagement as an important part of scholarship.
 2. Versatile administrative structures to facilitate the engagement enterprise.
 3. Facilitates entrepreneurial activities.
 4. Active partnerships that extend beyond campus, both domestically and globally, such as with K–12 school corporations, community and government organizations, corporations, and other universities.
- Strategic Actions: TBD by the work group.

8





Strategic Planning

Strengths and Opportunities

Presented to the
Strategic Planning Steering Committee

October 26, 2010

KU
THE UNIVERSITY OF
KANSAS