



SPARC

Role in Strategic Planning

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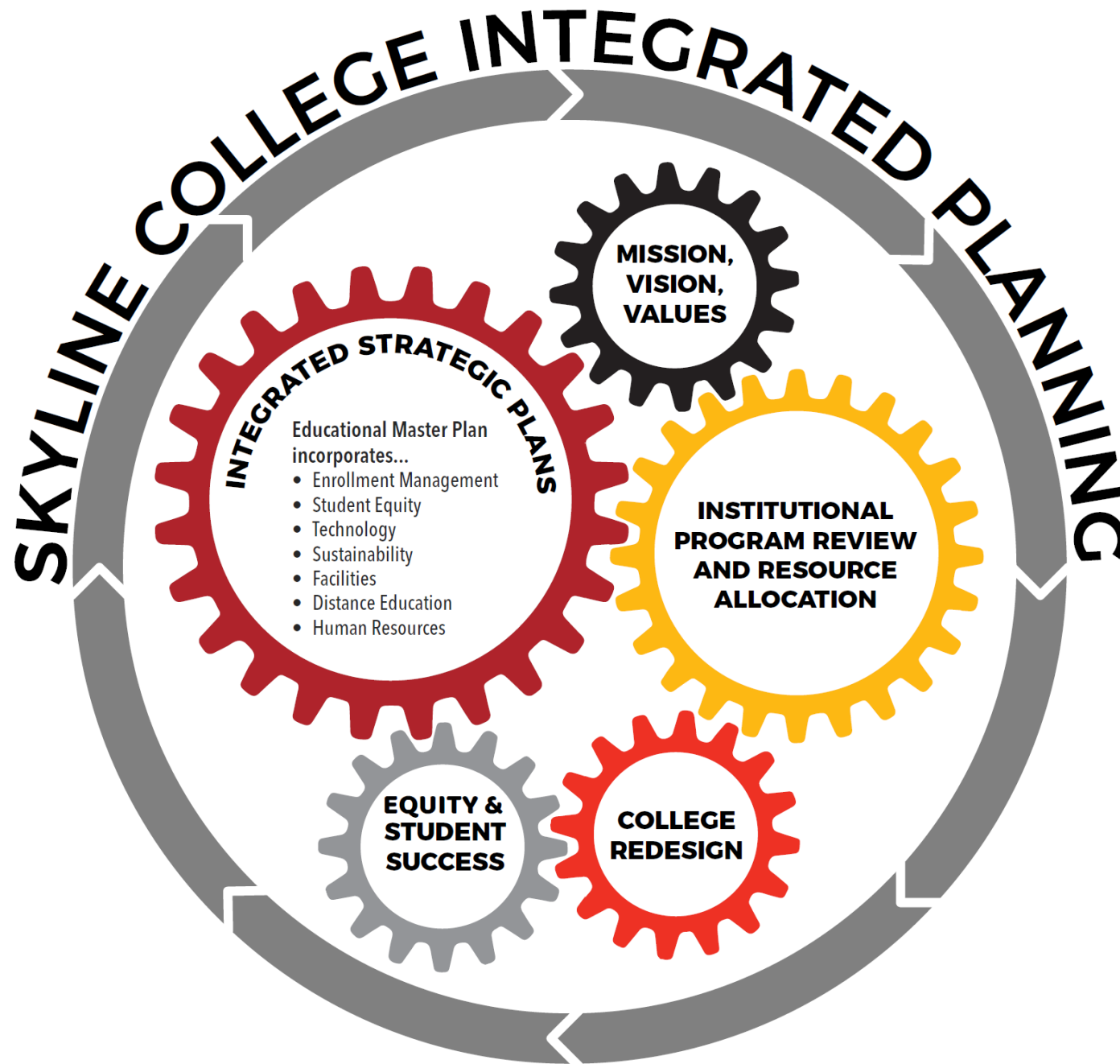
Dean of Planning, Research, Innovation and Effectiveness

SPARC is the

Strategic Planning and
Allocation of Resources Committee

SPARC Charge

- The Skyline College Strategic Planning and Allocation of Resources Committee (SPARC) will **coordinate, integrate and communicate college-wide planning and budgeting**. This committee will make integrated planning and budget recommendations to the College Governance Council (CGC).



Integrated Planning

- Integrated planning is **a sustainable approach to planning that builds relationships, aligns the organization, and emphasizes preparedness for change.** ... Integrated planning engages all sectors of the academy—academic affairs, student affairs, business and finance, campus planning, IT, communications, development, etc.

[Integrated Planning - SCUP](#)

SPARC to Increase Role in the Coordination and Integration of Strategic Plans



Education Master Plan Timing

- Current EMP is an extension of the previous plan and was intended to run from AY2018/19 to AY2022/23
- **A lot has changed since that plan was developed!**
- GCG has authorized SPARC to begin work on a new Ed Master Plan
- Can SPARC get a new plan in place by the start of AY2022-2023?

Questions / Comments

Society for College and University Planning (SCUP)

- Skyline College is a SCUP member institution
- In June 2021 SPARC members were invited to participate in SCUP's Foundations Course, a 6-hour workshop taken in preparation for strategic planning
- Topics from the SCUP Foundations Course will be revisited in SPARC this AY:
 - Stakeholders and Culture
 - Communication and Engagement
 - Assembling a Planning Team
 - Internal Scanning
 - Environmental Scanning
 - Competitor Analysis

Why Plan?

If you don't have a plan, the budget ends up becoming the plan, with short-term financial considerations — not the mission — shaping decisions.

Kent Devereaux, President of Goucher College

Planning serves to:

- Align actions with College M-V-V
- Establish Priorities
- Articulate direction (like a compass - not a road map)

Strategy versus Planning

“There’s a disturbing number of college and university strategic plans out there that, in our view, are neither strategic nor plans.”

-David Strauss, a principal of the Art & Science Group

Strategy is the **purpose** for which you will be taking these operational steps. Operations address **how** to do things right, whereas **strategy is about the right things to do.**

Colleges need plans to operationalize their strategies. A strategy without a plan may simply be a wish.

- Peter Eckel and Cathy Trower, “Stop Planning!” Inside Higher Ed

More on Strategy

Strategy:

- 1) is the link between mission and the realities of the external, competitive marketplace,
- 2) is about **choices** associated with organizational direction and
- 3) differs from operations.

Peter Eckel and Cathy Trower, "Stop Planning!" Inside Higher Ed

Sample questions to help shape a strategy

- What key objectives will best ensure that we fulfill our mission in the foreseeable future?
- Who are our key audiences and how are their needs and aspirations changing?
- How is the environment evolving and what does that mean for our competitive advantage?
- Who are our competitors -- both traditional and nontraditional -- and in what ways are they competing differently? How might we respond?
- What do we not do or consider not doing? What are the boundaries of our efforts? What criteria is used to demarcate what is inside and outside those boundaries?

Excerpted from Peter Eckel and Cathy Trower, "Stop Planning!" Inside Higher Ed

Breakout Groups

- Who are our key audiences and how are their needs and aspirations changing?
- How is the environment evolving and what does that mean for our competitive advantage?
- Who are our competitors -- both traditional and nontraditional -- and in what ways are they competing differently?

Report Out

Education Master Planning Model

Process is Key

What makes one strategic plan a success and another a waste of time?

The answer often depends on **the process** under which it was developed, **the thinking** behind it, and **how ambitious** it is.

Lee Gardner, Chronicle of Higher Education

What has Skyline's process been?

- What do you recall from 2017-2018, or prior Ed Master Planning Cycles?
- Was the process inclusive?
- Were there work teams? A central organizing body?
- SWOT (Strengths, Weaknesses, Opportunities, Threats) or similar analyses?
- How did the College arrive at the 7 Strategic Goals?
- What about the “strategies” for each goal?

What's Our Process?

- In the past, PRIE coordinated the Ed Master Planning Process
- Now SPARC coordinates the Ed Master Planning Process!

So how do we want to do it?? Possible models:

- SPARC serves as the EMP Steering Committee, charging a Task Group to do much of the work, or
- SPARC serves as the Planning Committee, creating task groups only as needed