

Developing an Integrated Master Plan for an Institutional Research, Effectiveness & Planning Office

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What Makes a Plan Strategic?

- Strategic planning – going from mission to vision
 - Mission – who we are.
 - Vision – who we aspire to be.



- Expectations for acceptable strategic planning initiatives:
 - Initiatives must be innovative.
 - Initiatives must be collaborative.
 - Initiatives must directly or indirectly impact student success.
 - Initiatives should be justified by empirical evidence.
- Primary focus is on innovation.
 - Strategic plan is how we navigate from mission to vision.

Why a Departmental Plan?

- It is critical to contribute to an institutional culture of planning.
- Institutional strategic plans are not enough.
- Achieving the departmental mission is not enough.
 - “What do we want to look like in five, seven or ten years?”
- Determining resource needs into the future.
 - Human resources
 - Professional development
 - Information technology
 - Financial resources

“A goal without a plan is just a wish.”
— Antoine de Saint-Exupéry

Building Blocks for the Plan

Departmental Purpose & History

- Mission, vision and objectives.
- Historical overview of department.

Environmental Scan

- Internal evaluation.
- External evaluation.

Departmental Imperatives

- Areas of focus to better meet the needs of clientele.
- Value added functions to the college.

Priority Initiatives

- Departmental priorities over next 5, 7 or 10 years.
- All priorities address departmental initiatives.

Departmental Purpose and History

- Who we are, and what we do.
- Historical commitment of the institution to providing the department with necessary resources and support.
- Historical accomplishments and contributions of the department to the overall well being of the college.

“Many institutions make claims of being data-driven and have a culture of planning in their self-studies, but the team members agreed that they have yet to encounter an institution that has been able to spread its planning processes to every corner of the school as well as SIPI.”

“SIPI has become a learning organization that uses performance measures and data driven decision making in every aspect of the organization. From landscapers, to instructors, to human resource specialists, to the senior administrators the organization focuses on measuring their operational effectiveness and analyzing how they can become more efficient and effective. In all facets of program evaluation and planning, SIPI has become a data-driven organization that seeks constant improvement in all aspects of its organization.”

Comprehensive Environmental Scan – Internal Evaluation

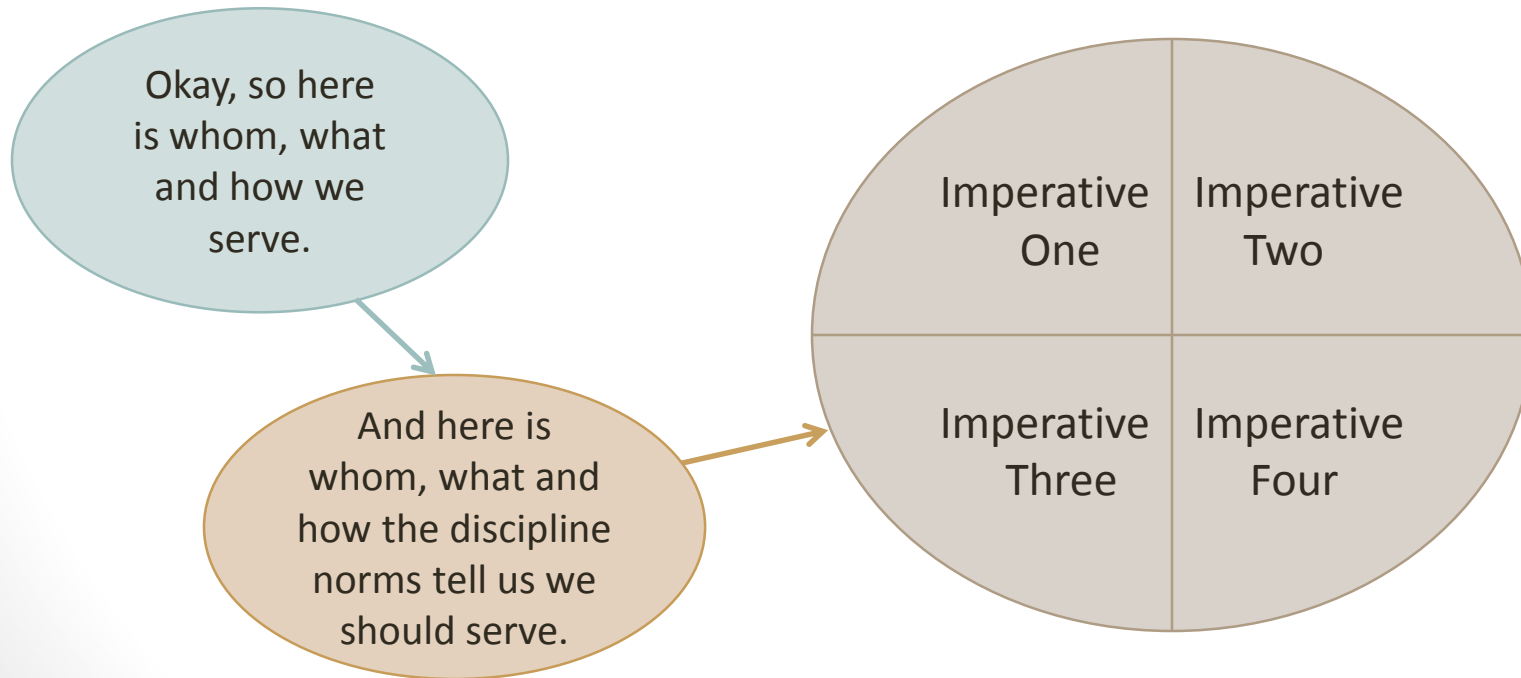
- Guiding Questions:
 - Who do we serve?
 - What do we serve them?
 - How do we serve them?
 - What do they need?
- Data Sources:
 - SWOT Analysis (internal, departmental perspectives)
 - Needs Assessment (community perspective)
 - Program Reviews/Departmental Evaluations (discipline expert perspectives)

Comprehensive Environmental Scan – External Evaluation

- Guiding Questions:
 - What are the functions of our discipline?
 - What are the common tasks of our discipline?
 - How is our discipline changing?
 - What are the future roles of our discipline to which we must adapt?
- Data Sources:
 - Discipline norms
 - Surveys and reports of discipline roles/tasks
 - Surveys and reports of new directions for the discipline

Departmental Imperatives

- Both sets of evaluations are integrated into a comprehensive analysis of how departmental roles and tasks align with community needs, and conform to discipline standards (now and in the future).



Mapping of Priority Initiatives

- Each imperative is addressed over next 5, 7 or 10 years with relevant priority initiatives.

Imperative	Year 1	Year 2	Year 3	Year 4	Year 5
1st Imperative	Priority Initiative				
			Priority Initiative		
2nd Imperative	Priority Initiative				
				Priority Initiative	
3rd Imperative	Priority Initiative				
			Priority Initiative		
4th Imperative		Priority Initiative			
			Priority Initiative		

Resource Implications

- Each priority initiative must be analyzed and needs defined.

Imperative	Initiative	Human Resources	Training Resources	Technology Resources	Fiscal/Budget Resources
1st Imperative	Priority Initiative	Detail staff needs	Define training needs	Define IT needs	Define fiscal needs
	Priority Initiative
2nd Imperative	Priority Initiative
	Priority Initiative
3rd Imperative	Priority Initiative
	Priority Initiative
4th Imperative	Priority Initiative
	Priority Initiative

So... Let's See How This Works

- Office of Institutional Research, Effectiveness & Planning Mission:
- “The SIPI Office of Institutional Research, Effectiveness, and Planning strives to support student success by improving the quality and efficiency of information services to support fact-based decision making and the assessment of student outcomes and institutional effectiveness. The office seeks to encourage a data-driven environment by offering data collection, analysis and reporting to staff, faculty, committees, the Board of Regents, and students.”
- Office of Institutional Research, Effectiveness & Planning Vision:
- “The SIPI Office of Institutional Research, Effectiveness, and Planning will facilitate and foster a culture of evidence and a culture of innovation throughout the SIPI community to turn numbers into ideas, and ideas into innovations that improve the environment for student success.”

Questions or Comments?

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