

North Arkansas College
Strategic Planning 2011-2012

PURPOSE OF STRATEGIC PLANNING

The use of strategic planning in higher education has increased significantly. Resource constraints and a dynamic global environment necessitate thoughtful, strategic thinking to be embedded in the decision-making process of a college, at all levels. Specifically, the purpose of strategic planning is to:

- Help people define the institution over the next years
- Create a directional document, to guide while not limiting future opportunities
- Enable the college to align strategic objectives with financial and human resources
- Provide a mechanism to continually review and ensure excellence in education and outreach



VISION

College vision defines the institution's desires and aspiration for the future.

MISSION

College Mission describes the institution's purpose, scope and capabilities.

Core Values

Core Values are fundamental principles that guide the institution in accomplishing its mission.

PLANNING ASSUMPTIONS

Planning Assumptions are statements of projected institutional conditions important as a base to planning.

DRIVING FORCES

Driving Forces are select factors or trends, which will impact most significantly upon the institution. Those factors may be demographic, social, economic, political, technological, and educational.

COLLEGE DISTINCTIVENESS

College Distinctiveness refers to special institutional attributes that are not common to other institutional competitors and that can be readily identified as distinguishing strengths.

PLANNING PROCESS

Phase I – Evaluate Current Situation

Preliminary Planning

Activity 1: Identify Planning Council Members

- Identify Key Stakeholders for Strategic Planning Council (SPC) Membership– the SPC shall consist of all Executive Council members and extended representation from the following stakeholder groups: Board of Trustees, Foundation Board, community, alumni, faculty, administrative staff, classified staff, and students.

Activity 2: Stakeholder Needs & Expectations (AQIP category 3)

- Identify stakeholders (internally/externally, i.e., perspective students, current students, graduates, parents, faculty, staff, community members, high schools, four year schools, Board of Trustees, employers, Higher Learning Commission, ADHE, etc.)
- Determine stakeholder needs and expectations – determine what listening data (instruments) currently exist, process, and frequency.
- Implement new approaches if needed (surveys, etc.)
- Summarize Stakeholder Needs/Expectations

Activity 3: Review Mission and Vision

- Conduct a Mission and Vision review (questionnaire)
- Reaffirm or Revise Mission/Vision

Activity 4: Determine Planning Model

- Develop and Adopt College wide planning model

Phase II – Develop Strategic Plan

Part 1 – Planning Research

- Conduct Environmental Scan (SWOT) – internal and external
- Determine Assumptions & Driving Forces - Social, Technological, Economic, Political (STEP) from surface changes, opinions, structural changes (SOS)
- Benchmark assessment – evaluate Northark’s position as compared to peers and competition
- Distinctiveness & Core Values – determine what makes Northark unique and distinctive; establish core values

Part 2 – Strategic Direction

- Define goals – establish strategic goals and current performance results
- Select strategies for goals
- Establish measurements for goals

Part 3 – Implementation

- Select goal champions – identify individual or department responsible for goal
- Determine strategy timelines and responsibility – select strategy timeline and individual(s) or department(s) responsible for implementation
- Align resources for strategies (budgeting process)
- Deploy strategies

Phase II – Evaluation

- Review progress – track progress on strategy deployment/results
- Modify strategies (as needed) – modify strategies accordingly
- Implement modifications