



## UNIT STRATEGIC PLANNING

### INSTRUCTIONS:

#### Overview:

In January 2008 the Strategic Priorities document was published outlining the university's mission, values and strategic themes. In order to reach the goals delineated in this overarching plan, individual units need to write and implement their own strategic plan.

No plan is effective without an implementation strategy. The UW Superior-Strategic Priorities provide a broad outline of strategic themes, but does not attempt to define specific action plans, initiatives and timelines for achieving them. Given the rapidly changing nature of the environment, implementation of the strategic priorities must allow for the establishment of unit goals and initiatives and should not follow a rigid pattern. Instead it should be flexible and allow for adjustments on at least an annual basis.

For a complete description of the campus strategic planning process, you are invited to read the strategic priorities document found at [www.uwsuper.edu/cipt](http://www.uwsuper.edu/cipt). Involvement in the planning process was widespread, and opportunities existed for individuals from all campus units to participate in phases I and II of the planning process. The campus has now entered phase III, in which each unit will develop a strategic plan aligned with the institutional themes and goals.

#### Step 1: SWOT Analysis

Review your unit's strategic position by completing an environmental scan – also known as a SWOT (strengths, weaknesses, opportunities, and threats) analysis. First complete an internal review. What are your unit's strengths and weaknesses with regard to governance, organization, programs, financial and human resources, information technology, facilities, linkages to other organizations, resources, students, facilities, program quality and access to information about UW Superior?

**Strengths:** What does your unit do best? How does that relate to student needs? How do these strengths promote the UW Superior mission? Is it possible to quantify these strengths to compare to other institutions?

**Weaknesses:** In what areas does your unit lack resources or competence to be effective? Are those areas closely tied with the UW Superior mission? Are the weaknesses reparable? How can changes be made?

Next, complete an external review looking at opportunities and threats.

**Opportunities:** What are the most important economic, educational, demographic, and cultural factors that your unit might use to achieve your unit’s mission?

**Threats:** Consider the same factors including UW Superior competition and how these factors might threaten your unit. How can your unit avoid these threats or lessen their impact?

When a list of your unit’s strengths, weaknesses, opportunities, and threats has been created, complete the following table:

**SWOT Interactions**

	Internal Strengths	Internal Weaknesses
External Opportunities	<i>Cite possible program enhancements capitalizing on your unit strengths that meld with an external opportunity.</i>	<i>Cite an opportunity that exists and why your unit is not able to take advantage of it. What could your unit do to rectify that weakness?</i>
External Threats	<i>Consider how a specific strength could overcome an external threat.</i>	<i>Identify an internal weakness and a corresponding external threat. How might the competition exploit your unit’s weakness? What could be done to ameliorate the situation?</i>

This information will be used later in Step 4.

## **Step 2: Mission Statement**

Develop a mission statement for your unit. A mission statement provides focus, defines who you are, defines what you stand for, explains what is valuable to you, and describes your philosophy. A good mission statement is brief, is easily understood, can be recited from memory, and is inspiring and true. The following is the UW Superior mission statement: *The University of Wisconsin-Superior fosters intellectual growth and career preparation within a liberal arts tradition that emphasizes individual attention and embodies respect for diverse cultures and multiple voices.*

Enter the mission statement into WEAVEonline.

## **Step 3: Unit Goals**

What are your unit's goals? A goal is a broad statement about the desired ends to which your unit aspires. Some goals will take multiple years to complete. Use the WEAVEonline Unit Worksheet on the next page and enter your unit's goals. This worksheet was designed to capture the unit's strategic plan and simplify WEAVEonline initial data entry.

Unit goals should be congruent with the UW Superior mission and strategic priorities. To obtain a list of the UW Superior strategic priorities and also the UW Superior liberal arts initiatives, please visit [www.uwsuper.edu/cipt](http://www.uwsuper.edu/cipt).

## **Step 4: Develop SMART Outcomes**

What outcomes will your unit implement to help reach unit goals? An outcome is a statement of intention, describing a task to be accomplished or a point to be reached. Well-formulated outcomes meet what have been called SMART criteria – they are **s**pecific, **m**easurable, **a**ttainable, **r**ealistic, and **t**ime-bound. **Specific:** What are you going to do? Why is it important? How are you going to do it? **Measurable:** If you can't measure it, you can't manage it. What are the criteria to show progress? **Attainable:** Have you set the bar too high? **Realistic:** Do you have the resources necessary? **Time-Bound:** How long will it reasonably take? At what points should measurements be taken? What determines the endpoint of this outcome? Use the results of your SWOT analysis to help you select outcomes.

## Unit Strategic Planning Worksheet

Unit:	Contact person:	Year:		
Program:	Email address:			
<b>Unit's Mission</b>				
<b>Goals</b>				
Goal 1: The Linguistics Department will graduate students with effective communication skills.				
Goal 2: The Admissions Department will increase transfer student enrollment.				
Goal 3:				
Goal 4:				
Outcome	Selected Measure	Target	Findings	Action Plans
1. Students will demonstrate proficiency in oral communication. Associations: Goal 1, Strategic Plan 1, and Institutional Priority 4.	Rubric applied to capstone project presentations.	80% of students will achieve a score of 3 or 4 on a 4 point rubric.	Not met: 60% of students scored a 3 or higher.	Provide tutorials and practice sessions for oral presentations once a month through the tutoring center.
2. Academic advising will be provided to transfer students in the summer allowing earlier registration thereby allowing transfer students to enroll in needed courses. Associations: Goal 2, Strategic Plan 6.2 and 6.5	Headcount of new entering fall transfer students.	Ten percent increase of transfer students from fall 2010 to fall 2011.	Twelve percent increase from fall 2010 to fall 2011.	

When your unit has decided on outcomes, enter them on the worksheet and identify appropriate associations. Look at the example on the worksheet. The outcome, *Students will demonstrate proficiency in oral communication* is associated with Goal 1 – The Linguistics Department will graduate students with effective communication skills and with Strategic Theme 1 – Academic Excellence: and with Institutional Priority 4 – Liberal Arts initiative: Senior Year Experience. Enter the outcomes into WEAVEonline. You will be able to enter a checkmark for each of the associations. The University of Wisconsin, Superior strategic themes and institutional priorities are listed in Appendix A of this document. The themes and priorities have been uploaded into WEAVEonline.

### **Step 5: Select a Measurement and Select a Target**

Select a method that will accurately measure progress in completing the outcome. In the example a rubric was chosen as the best method to assess the capstone project presentations. Success was defined as 80 percent of the students achieving a score of 3 or 4 on the 4-point rubric. Enter the measurement information into WEAVEonline. You will be prompted to indicate which of your unit's outcomes this measurement is associated.

### **Step 6: Monitor Ongoing Progress**

Throughout the year, enter information into WEAVEonline regarding the outcomes and measures created in the prior steps.

### **Step 7: Annual Review**

In June, review your unit's progress in completing outcomes and, using the selected measure, report on success. In the example, 60 percent of the students achieved a score of 3 or 4 on the rubric. The outcome was not met.

The Linguistics Department faculty put together an action plan to improve the rubric scores. They decide to provide tutorials and practice sessions for oral presentations once a month through the tutoring center.

The results and the action plan are entered into WEAVEonline.

Outcomes that have been completed are phased out of WEAVEonline, new goals and outcomes are entered for the upcoming year, and goals and outcomes that are being continued from one school year to the next are kept active in WEAVEonline.

WEAVEonline provides an easy way to monitor the strategic planning process and reporting. Institutional Research and Planning provides hands-on training. Please call x8433 to schedule training.