



Strategic Planning in Higher Education

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Why should we do it?

- o Discussions, Directions, Decisions
- o Facilitates assessment, QA, accreditation, resource allocation
- o Helps cross organizational silos
- o Why are YOU doing it?
 - o Are you doing it for doing sake? Government pressure? Accreditation?
 - o or you MEAN it ?

Strategic ---

- o Goals
- o Objectives
- o ????

What is Strategic ??

- o How to decide what is of Strategic importance?
- o Are there common Strategic goals among HE institutions world wide ?

?



Continuous Environment Scan



Continuous Environment Scan

International factors

National factors



SWOT

◦ Strengths , weaknesses , opportunities, threats

Strengths

- Ranked 385 in the world; one of the very few GCC universities to be in top 400 ranking (rankings by QS 2014)
- Many programs hold prestigious International accreditations such as (AACSB) in College of Business and Economics and (ABET) in College of Engineering, College of Education (CQAIE)
- Only federal university to offer PhD Program
- Brand new campus facilities and environment conducive to learning with its beautiful location in Al-Ain

Strengths: (Continued)

- Scholarships offered by UAEU to graduates to study abroad have resulted in around 250 national PhD holders
- Highly qualified and skilled faculty members and staff
- More than 56,000 alumni representing a significant number of national leaders in UAE
- Distinguished role in community service and long life learning programs
- Significant number of research partnerships with international universities and research organizations
- Physical infrastructure, laboratories and modern technologies to support Research growth
- Contributions to the knowledge economy of UAE

Weaknesses

- o Low male enrolment
- o Losing some quality students from outside Al Ain city for other universities
- o Low employment rates among female graduates in some disciplines as shown in the graduates surveys for geographic and social reasons
- o Weak marketing and media relations, where achievements are not projected well
- o No support for Alumni, assist them nor render expected service for them
- o Faculty teaching overload to more than 12 Credit Hours weekly which does not allow enough time to conduct sufficient research
- o Limited funds of the new SBF to support the University development in research areas & Community outreach, moreover it is insufficient to support the projected objectives of the University Community (Students Housing Environment, Separation between male and female, ... etc)
- o Shortage of Public Relations Management and Marketing Plans of the University

Opportunities

- Need for more graduate programs to assist strengthening UAEU position being a research intensive university
- Growing number of research funding agencies in the country
- Increasing economic and demographic growth in Al-Ain and the UAE
- Increased interest in partnership with the University from international and local organizations
- Increasing UAE population in the 18-25 age group
- Increasing opportunities for Emirati women to participate in the UAE's labor force
- Increasing recognition of the importance of education in the UAE and the region
- Advances in IT that could be used to reduce cost and have better performance
- Unique aspects of life in Al-Ain should be employed in marketing the University

Threats

- Rapidly increasing number of competitors in the UAE and Gulf region
- Increasing competition for a relatively small pool of federal funds without taking into consideration the University change of vision to be the premier intensive-research University internationally.
- Inadequate academic preparation of most entering UAEU students
- Low turnout for Teaching Assistant Program
- Lack of sufficient funding to undertake international level research
- Non-compatibility of the University's response regarding its plans and programs with the rapid change in the developing fields in the UAE
- Diversity of academic programs offered by newly established private higher education institutions
- Public misconceptions and perceptions of the University
- Ever changing financial policies

*"Vision is the art of
seeing things
invisible" -*

Jonathan Swift



Vision



Mission

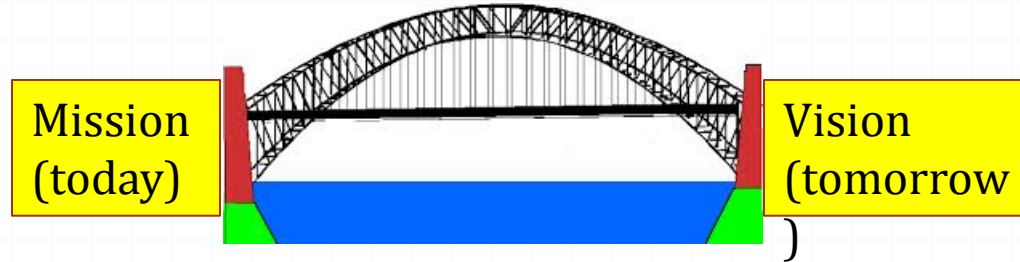


Caveman Incorporated

To evolve: Me will find cave.
Make fire. Kill. Eat. Sleep.
Run faster than everyone else.

A Primitive Mission Statement

Strategic plan links today with tomorrow



Values



Courage



Wisdom



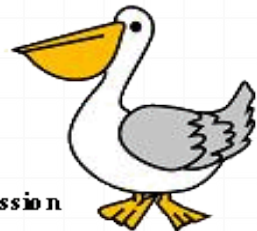
Integrity



Perseverance



Responsibility



Compassion



Loyalty

○ Guide our behavior; how we will do what we are required to do to in order to achieve our goals !

Key Performance Indicators

- Measurable ? 100% of our students will have critical thinking skills.
- Do we have systems to collect data?
- Is it even important for us to know this information?
- Targets; how to identify current status and future growth
 - Baseline + %
- Responsibility: Shared between departments?
Cascading totals? Aggregates/averages?

Several ways to say the same
thing



Phase I Knowledge Gathering

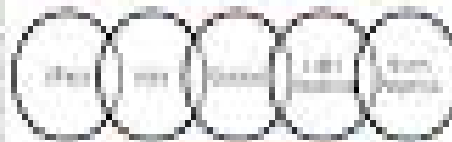


Online Surveys

14 District Surveys

- Assess 2019-2020 financial implications related to the
- Poll for changes from 2016-2017
- Identify priority KRAs
- Identify new KRAs
- Identify overall challenges and priorities for 2019-2020

Phase II Consensus-Building



Online Regional Meetings

- Collate results from Phase I
- Share collated results from Phase I with members
- Present members with an opportunity to identify specific regional issues
- Conduct feedback received during Phase I reflects specific regional issues

Phase III Alignment & Finalization



In-Person Strategic Planning Meeting

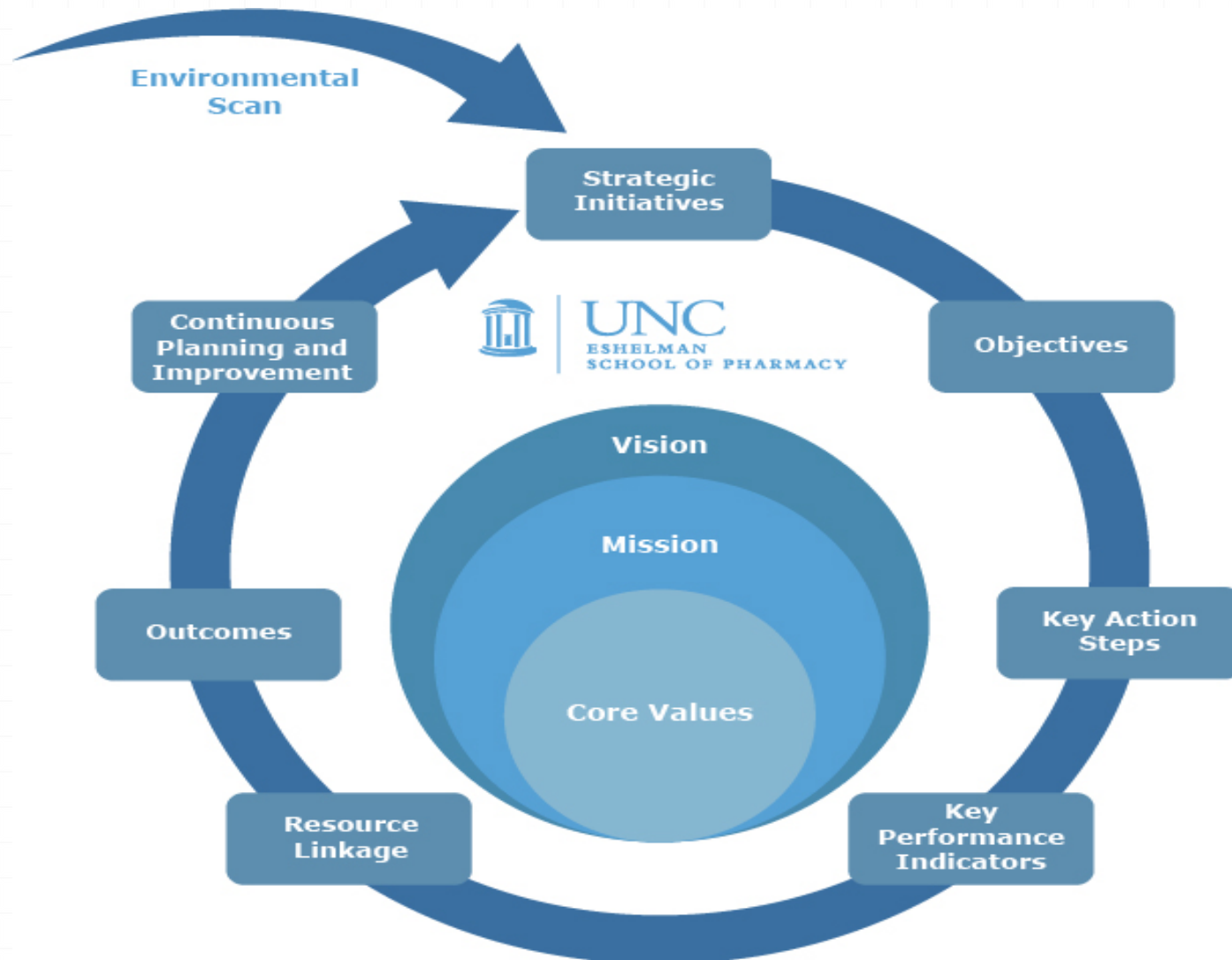
- Review and consider input gathered during Phase I and II
- Discuss RPT's objectives and outcomes for 2019-2020
- Agree on RPT's priorities for 2019-2020
- Draft Strategic Action plan for 2019-2020

Present Strategic Action Plan to Staff

July

August

September / October



Operational Plan

- ◊ Put your strategic plan to work
- ◊ For internal use usually
- ◊ Unlike the strategic part, this part is revised and amended frequently to respond to environment scans
- ◊ Resource allocation
 - ◊ People, time, space, technology, and funding

Template

Related plans

- ◊ Enrollment plan
- ◊ Human Resources Plan
- ◊ Finance (Budget plan)
- ◊ Services plan
- ◊ Research plan
- ◊ IT plan
- ◊ Facilities plan
- ◊ Institutional Advancement plan

Budget Plan

- Long term budget planning directly linked with SP.
- Without Strategic plan , incremental changes in budget rather than Strategic
- SP is a blue print for initiatives that can be realistically supported by the budget. Long range budget plan should reflect this.

Strategic planning Committee

- Standing committee
- Standing item on the monthly meetings of each unit
- Finance, HR, Student Services, Faculty, Students , services etc. Chaired by highest possible level (at which time proper time can be allocated
- Quarterly meetings
- Planning year?
 - Fiscal vs. Academic

Alignment

- A bigger picture; links all plans together
- Unit plans should be aligned with OSP.
- Link QA and SP
 - Include KPIs in the annual QA reports
 - PQA reports have LOA as well as performance indicators

Monitoring KPIs

- ◊ Annual, semi-annual, quarterly
- ◊ Reports to stakeholders and decision makers
- ◊ Action plans at unit level to address concerns
- ◊ Reports to SP committee
- ◊ Report from SPC to Chancellor including overall and unit actions plans, request for resources
- ◊ Amending the targets, operational KPIs

Action Plans

◊ Online template

