

**Academic Affairs  
Academic Strategic Planning Committee (ASP)**

DATE: July 23, 2008

TO: Provost Royce Engstrom

CC: ASP Committee Members: Perry Brown, Ray Carlisle, Sarah Cullison, Peggy Kuhr, Reed Humphrey, Stephen Kalm, Andrew King-Ries, Jakki Mohr, Mark Medvetz, Sean Morrison, Bill Muse, Andrew Ware

FROM: Carol Brewer, Chair, Academic Strategic Planning Committee

RE: ASP Committee Progress Report

The Academic Strategic Planning Committee was convened at the end of the Spring 2008 semester. The charge to the committee is to develop, in collaboration with the campus community, an ambitious forward looking academic strategic plan to serve as a guide for decision making over the next five years.

Since its inception the committee typically has met twice a month. In April, the committee met with Provost Engstrom to receive its charge. Early in May, the committee focused on defining the process the committee would use to develop the plan and milestones to track our progress. Later in May during a daylong retreat, the committee identified questions to guide an environmental scan, the first step in the planning process to set the context for the plan. The questions we developed focused on both internal and external influences on Academic Affairs at UM. Questions for the internal scan related to the broad categories of the UM student body, access and affordability, the UM work force related to Academic Affairs, academic programs offered, technological capabilities and funding trends. Questions for the external scan focus on demographic trends, technology, trends in K-12 that reach into higher education, economic environment, political and regulatory environment, defining our competitors, natural resource issues, and international factors. During May we also launched a campus wide ASP newsletter, and developed an ASP website that should be live by the beginning of August.

Since May, committee work has focused on collecting data to answer the questions we posed to guide the environmental scan. Subcommittees are exploring system-wide published strategic plans, trends and expectations for higher education in Montana and beyond, and unit operating plans from 2007, and we are making plans for surveys of and participation by the campus community once the new academic year begins. We have relied heavily on support from Bill Muse and the staff in the Office of Planning, Budgeting, and Analysis. We also have met with a number of people from around UM. President Dennison met with the committee to brief us on strategic issues he sees in the coming years. Bonnie Allen (Dean of the Mansfield Library) discussed strategic planning for technology, and Sharon Alexander (Dean of Continuing Education) helped the committee better understand distance education, broadening access, and outreach. In the coming three weeks, the committee has confirmed meetings with Dan Dwyer and Tony Rudbach from Research Administration, Mehrdad Kia from International Programs,

Arlene Walker-Andrews from Academic Affairs, and Roberta Evans from the School of Education. Invitations are pending with other individuals who have expertise in areas related to the environmental scan. On July 30, we will receive the first summary data report from the UM Office of Planning, Budgeting, and Analysis. On August 1, Brewer will meet with UM Academic Officers to discuss strategic issues. The committee will hold a second daylong retreat August 13 to review the data and reports we have collected over the summer in advance of defining strategic issues for broad campus-wide discussions in September and October.

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## **Academic Strategic Planning Process and Milestones**

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### **Summer 2008 – Environmental Scan**

Review relevant current strategic plans (e.g., Regents, President, Academic Affairs)  
Identify external forces – current and in the future  
Analyze internal strengths and weaknesses (SWOT analysis)  
Identify institutional mandates  
Review resource trajectory over last 10 years  
Analyze current performance characteristics

### **Early Fall 2008 – Identify Strategic Issues**

Identify key strategic issues for strategic focus (6 – 10)

### **Late Fall 2008 – Goal Setting**

Develop goal statements for each strategic issue  
Develop metrics and targets to assess progress on goals  
Assign responsibility for achieving each goal

### **Early Spring 2009 – Action**

Devise implementation steps to achieve goals  
Tie strategic plan to budget implications

### **Late Spring 2009 – Devise Annual Assessment Cycle**

Develop annual timeline for gathering data and reporting on progress to goals  
Review of ASP  
Align ASP with budget cycle

### **June 2009 – Publish ASP**