Session Goals

Through a case study of the Strategic Planning Process conducted with Pratt Institute, we will:

1) Learn some process techniques for surfacing difficult issues, and shaping a collective and inclusive vision.

2) Take home tactical planning tools that help generate and evaluate concrete outcomes, align plans with realistic implementation budgets, and empower people and teams to accomplish plan goals.

3) Learn an approach to prioritizing plan initiatives over a multi-year period, aligned with parallel institutional planning processes.
Founded in 1887, Pratt Institute is a global leader in higher education dedicated to preparing its 4,600 undergraduate and graduate students for successful careers in art, design, architecture, information and library science, and liberal arts and sciences.

- Main campus in Brooklyn; secondary campus in Manhattan
- Five Schools: Fine Arts, Design, Architecture, Information & Library Sciences, Liberal Arts & Sciences
- 3149 undergraduates in 15 degree programs
- Undergraduate tuition: $42,866
- 80% of students receive $28.8M in Pratt unrestricted scholarships
- 1478 graduates in 19 degree programs
- 20+ study abroad programs
"This really is an innovative approach, but I'm afraid we can't consider it. It's never been done before."
What Makes Colleges and Universities Different?

- Colleges/universities are large institutions, slow to change
- LARGE strategic planning committees (18 at Pratt)
- Some characteristics of a college/university environment:
  - Siloed departments, often with competing interests
  - Faculty governance
  - Annual budget based on enrollment & endowment performance
  - Distanced board
  - Organized labor
Our Approach with Pratt

18-member academic & administration committee

+ Highly inclusive process; listened to everyone; captured everything

+ 9-month planning period

+ Board committee

+ Frequent campus communications

and...prioritization came later
Planning 101

Basic elements of a strategic plan for a college/university:

I. **Mission** – your reason for being – time to rethink? Or not?

II. **Vision** – the impact you aim to achieve by the end of the plan

III. **Goals** – statements of expected outcomes – think thematically; remember: you have to market your plan

IV. **Objectives** – strategies for focusing and achieving your goals

V. **Tactics** – concrete steps delineated for each objective – Who is responsible? How will you measure success? What will it cost? How long will it take?
Strategic Planning Timeline

Document Review
(Month 1)

Interviews
(Month 1)

Roundtables
(Months 2-3)

Framework
(Month 4)

Committee Endorsement
(Month 5)

Tactical Planning
(Months 6-7)

Prioritization
(Month 8)

Adoption & Implementation
(Month 9 - )

- Financial
  - Academic
  - Fundraising
  - Governance
  - Programmatic

Staff
Faculty
Trustees
Students
Administrators

Strategic Planning Committee

Board of
Trustees
Whom to Engage in the Process?

“...The subject of tonight’s discussion is: Why are there no women on this panel?”
Whom to Engage in the Process?

- Administration
- Board
- Academic leadership
- Non-academic staff
- Research centers
- Students
- Alumni
- Community leaders
- Elected officials
- Major funders...
Inclusive? Democratic?
The Planner’s Toolkit: How to Give Voice to All

1. Conduct research:
   Document review, interviews, roundtables, surveys
   Surface major themes: internal strengths and challenges; external opportunities and threats

2. Convert themes into a vision for the plan with associated goals

3. Return to key stakeholder groups to develop detailed objectives and tactics

4. Return to the committee to prioritize the plan and recommend its adoption by the Board of Trustees

Convene a committee that represents a diversity of stakeholders

Communicate out!
Pratt Vision & Goals

Pratt Institute is a world-leading creative learning community where students, faculty, staff and alumni envision and shape the future through cultural innovation.

1. **Enriching the Academic Experience**: deepen our traditional curriculum offerings with greater emphasis on cultural and technological innovation, inter-disciplinary collaboration, theoretical and applied research, and educational efficiency.

2. **Expanding Horizons**: increase interaction and academic opportunities within Pratt and beyond its gates to educate for a global future, raise Pratt’s profile, enhance professional development, and embrace new ideas.

3. **Creating Dynamic Environments**: invest in our physical plant – creative spaces and facility adjacencies in particular – to support academic collaboration, to access creative resources, and to improve the quality of student life.

4. **Building Capacity**: modernize the Pratt business and academic models, promote a culture of transparency and collaboration, and improve Pratt’s governance and fundraising infrastructure.
The Devil is in the Details: Developing Effective Tactics

- Use a grid that includes: timetable, responsible party, budget impact, source of funding, outputs and outcomes

- Give leaders responsibility to develop these

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<td>Develop a comprehensive Campus Master Plan for facilities and grounds</td>
<td>1) Contract will have been signed in June 2014 2) Project kicks off by July 1, 2014 3) Planning team meets July - December 2014 4) Master Plan presented to the Board January 2015</td>
<td>Summer '14</td>
<td>Winter '15</td>
<td>$50k-100k</td>
<td>Less than $10k</td>
<td>Less than $10k</td>
<td>Op. Bud.</td>
<td>Campus &amp; Facilities Committee</td>
<td>A campus master plan completed by December 2014 to guide decisions on capital investments and as an impetus for capital fundraising</td>
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Achieving Buy-in and Ownership

- Use the **strategic plan as a framework** for departmental planning
- **Give leaders responsibility**, tied to accountability, for developing and implementing the plan
- Institute **annual budget allocations** for implementation
- **Incentivize the whole community** to participate in implementation: e.g. Pratt’s Innovation Fund
- Revisit the plan annually
- **Communicate success**
Align with Other Planning Processes (& Consultants!)

Strategic Plan

Campus Master Plan

Board Development

Campaign

Business Plans
“We made a miscalculation, but it’s consistent with our overall strategy.”
Plans Are Made to Be Changed

- Assign specific responsibility for oversight
- Conduct regular reporting sessions
- Employ simple tools (such as Excel) to allow for updates
- Modify the plan as opportunities arise and conditions change
Modes of communication

- Serial campus-wide emails
- President’s Cabinet updates
- Chair’s Council meetings
- President’s speeches
- Board packets
- Faculty updates
- Senate meetings
- Alumni newsletter
- Grant proposals
- Campus blog posts
- Website
What is the Relationship to Accreditation?

“Nice, but we’ll need an environmental-impact study, a warranty, recall bulletins, recycling facilities, and twenty-four-hour customer support.”
What is the Relationship to Accreditation?

- Accreditation informs, but does not drive, strategic planning; employ previous accreditation reviews to identify institutional strengths and challenges
- Ensure that strategic plan goals and objectives align with accreditation standards
- Ensure that outcomes and financial implications are identified for each objective
- Conduct ongoing assessment of strategic plan implementation
- Regularly communicate strategic plan progress internally and externally
Questions?

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