While many successful transfer initiatives emerge from the grassroots work of transfer champions, broadening those efforts across an institution and making them more permanent can be a challenge. Every institution’s strategic planning process lays out a roadmap for an institution’s future. This session offers strategic planning basics, values clarification/goal setting, and suggestions on getting good ideas on the long term institutional agenda.

Michael Rosenberg, Director of Planning
Penn State University
A Place at the Table
Incorporating Transfer into Strategic Planning

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NISTS 2022 Virtual Conference
The Circle of Transfer Frustration

We’ve got an idea!

“How does this help the institution?”

“Get in line.”

Because it helps students!

“Why is this more important than X?”

Equity, Fairness, Right thing to do.
The reality

• We work with smart, passionate people.
• Smart, passionate people have good ideas.
• Limited time and resources.

Strategic planning involvement offers an opportunity to include the voices of transfer professionals in institutional works.
Today’s agenda

• Strategic Planning – context, definitions, importance
• Basic flow of the planning process
• Building your case for transfer – strengths and goals
• Getting involved in the planning process
How do people think about strategic planning?

• Setting large-scale priorities for an institution.
• Identifying and reducing waste and redundancy while streamlining processes.
• Building initiatives and efforts to move the institution forward.
• Doing post hoc justifications for what leadership wants to do in the first place.
• Justifying cuts to personnel and deprioritization of programs.
• Creating a plan which will be abandoned or largely ignored.
What is strategic planning?

• “A formal process designed to help an organization identify and maintain an optimal alignment with the most important elements of its environment.” (Dolence, Rowley, & Lujan 1997)

Translated as:
“Where do we want to go as an institution?”
“How are we going to get there?”
Why care about strategic planning?

• Performance-driven environment
• Understanding how the institution works.
• Participating in the decision-making process.
• Broadening awareness of transfer needs.
• Networking!
Your Institution’s Strategic Plan

- Know where to find it.
- Core Principles/Foundations
- Consider aligning Transfer efforts with your institutional plan.
Speaking the Language

- Strategic vs. Operational/Tactical
- Mission & Vision
- Goals, Objectives, and Action Items
- Key Performance Indicators (KPIs)/Metrics
Basic Planning Flow

Mission & Vision → Goals → Objectives → Action Items

- KPI’s
- Metrics
Building your case for Transfer
SOARing into Planning...

**SWOT**
- Strengths
- Weaknesses
- Opportunities
- Threats
- Attention to gaps

**SOAR**
- Strengths
- Opportunities
- Aspirations
- Results
- Focuses on outcomes

(Stavros & Hinrichs, 2021)
Let’s SOAR, shall we?

• Strengths – What do we do really well?
• Opportunities – What are the possibilities and innovations?
• Aspirations – What do we want to be, considering the above?
• Results – What are meaningful outcomes?
Goals!

• Reflective of Mission/Vision.
• Not as focused on improving existing work.
• Be S.M.A.R.T.!
<table>
<thead>
<tr>
<th>S.M.A.R.T. Goals</th>
<th>D.U.M.B. Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Drawn from Peter Drucker’s “Management by Objectives”, 1954</td>
<td>• Drawn from the recesses of Michael Rosenberg’s brain, 2022</td>
</tr>
<tr>
<td>• <strong>Specific</strong> – well-defined &amp; focused</td>
<td>• <strong>Difficult</strong> – lacking resources</td>
</tr>
<tr>
<td>• <strong>Measurable</strong> – Concrete/Assessable</td>
<td>• <strong>Uncertain</strong> – no real endpoint</td>
</tr>
<tr>
<td>• <strong>Achievable</strong> – Realistic in context</td>
<td>• <strong>Murky</strong> – Not well-defined</td>
</tr>
<tr>
<td>• <strong>Reasonable</strong> – Relevant to mission</td>
<td>• <strong>Beside the Point</strong> -- irrelevant</td>
</tr>
<tr>
<td>• <strong>Time-bound</strong> – Deadlines/Checkpoints</td>
<td></td>
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</tbody>
</table>
### S.M.A.R.T. goalsetting

<table>
<thead>
<tr>
<th>S</th>
<th>Specific (simple, sensible)</th>
<th>What will be accomplished? What actions will be taken? Why is it important? Who is involved?</th>
</tr>
</thead>
<tbody>
<tr>
<td>M</td>
<td>Measurable (meaningful, motivating)</td>
<td>What data will measure outcomes? How to know when the goal is accomplished?</td>
</tr>
<tr>
<td>A</td>
<td>Achievable (aligned, ambitious)</td>
<td>Is the goal realistic/doable? Do you have the necessary skills and resources? Are the proper people involved?</td>
</tr>
<tr>
<td>R</td>
<td>Relevant (reasonable, realistic)</td>
<td>How does the goal align with your Unit’s broader vision? Why is completing this part of your plan important? Is it current and worthwhile?</td>
</tr>
<tr>
<td>T</td>
<td>Time-Bound (time/cost limited, timely)</td>
<td>What is the time frame for accomplishing the goal? Are interim timeframes included for smaller tasks?</td>
</tr>
</tbody>
</table>
Getting involved with Strategic Planning

• Who does the planning?
• Planning Committees
• Strategic Initiatives
• Area Leadership
Trivia Time!

• The title of the presentation is a movie reference.
  • Stars Halle Berry
  • Filmed at my alma mater during undergrad
  • Soundtrack features Guns N’ Roses and J.S. Bach

The book may be ordered at https://tinyurl.com/transferbook
Use code TREXP for 20% off and free shipping.
Thank you!

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