



# SPARC

## Role in Strategic Planning

Ingrid Vargas

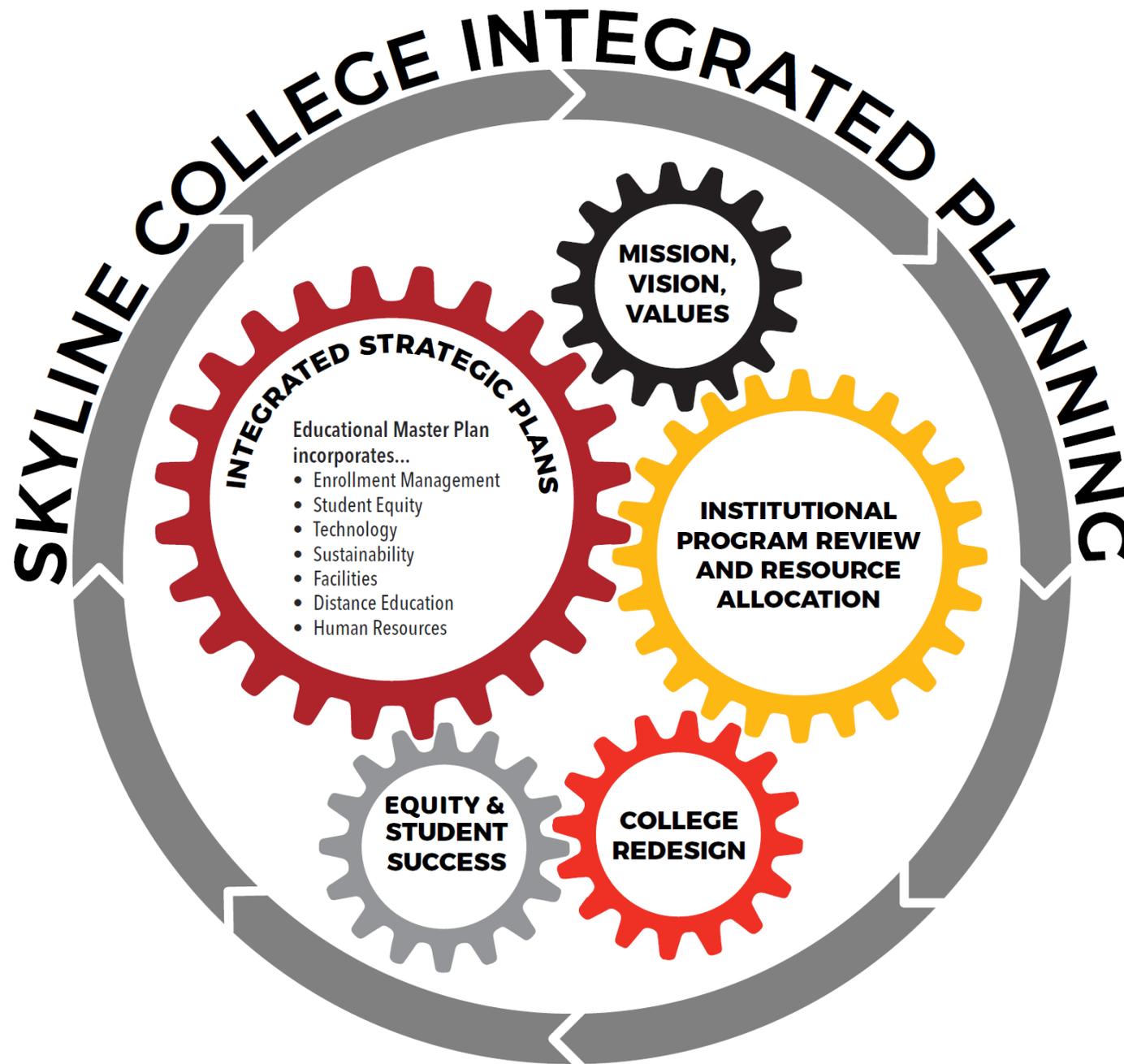
Dean of Planning, Research, Innovation and Effectiveness

**SPARC** is the

**Strategic Planning** and  
Allocation of Resources Committee

# SPARC Charge

- The Skyline College Strategic Planning and Allocation of Resources Committee (SPARC) will **coordinate, integrate and communicate college-wide planning and budgeting**. This committee will make integrated planning and budget recommendations to the College Governance Council (CGC).



# Integrated Planning

- Integrated planning is **a sustainable approach to planning that builds relationships, aligns the organization, and emphasizes preparedness for change.** ... Integrated planning engages all sectors of the academy—academic affairs, student affairs, business and finance, campus planning, IT, communications, development, etc.

[Integrated Planning - SCUP](#)

# SPARC to Increase Role in the Coordination and Integration of Strategic Plans



# Education Master Plan Timing

- Current EMP is an extension of the previous plan and was intended to run from AY2018/19 to AY2022/23
- **A lot has changed since that plan was developed!**
- GCG has authorized SPARC to begin work on a new Ed Master Plan
- Can SPARC get a new plan in place by the start of AY2022-2023?

Questions / Comments

# Society for College and University Planning (SCUP)

- Skyline College is a SCUP member institution
- In June 2021 SPARC members were invited to participate in SCUP's Foundations Course, a 6-hour workshop taken in preparation for strategic planning
- Topics from the SCUP Foundations Course will be revisited in SPARC this AY:
  - Stakeholders and Culture
  - Communication and Engagement
  - Assembling a Planning Team
  - Internal Scanning
  - Environmental Scanning
  - Competitor Analysis

# Why Plan?

If you don't have a plan, the budget ends up becoming the plan, with short-term financial considerations — not the mission — shaping decisions.

*Kent Devereaux, President of Goucher College*

Planning serves to:

- Align actions with College M-V-V
- Establish Priorities
- Articulate direction (like a compass - not a road map)

# Strategy versus Planning

“There’s a disturbing number of college and university strategic plans out there that, in our view, are neither strategic nor plans.”

*-David Strauss, a principal of the Art & Science Group*

Strategy is the **purpose** for which you will be taking these operational steps. Operations address **how** to do things right, whereas **strategy is about the right things to do.**

Colleges need plans to operationalize their strategies. A strategy without a plan may simply be a wish.

*- Peter Eckel and Cathy Trower, “Stop Planning!” Inside Higher Ed*

# More on Strategy

Strategy:

- 1) is the link between mission and the realities of the external, competitive marketplace,
- 2) is about **choices** associated with organizational direction and
- 3) differs from operations.

*Peter Eckel and Cathy Trower, "Stop Planning!" Inside Higher Ed*

# Sample questions to help shape a strategy

- What key objectives will best ensure that we fulfill our mission in the foreseeable future?
- Who are our key audiences and how are their needs and aspirations changing?
- How is the environment evolving and what does that mean for our competitive advantage?
- Who are our competitors -- both traditional and nontraditional -- and in what ways are they competing differently? How might we respond?
- What do we not do or consider not doing? What are the boundaries of our efforts? What criteria is used to demarcate what is inside and outside those boundaries?

*Excerpted from Peter Eckel and Cathy Trower, "Stop Planning!" Inside Higher Ed*

# Breakout Groups

- Who are our key audiences and how are their needs and aspirations changing?
- How is the environment evolving and what does that mean for our competitive advantage?
- Who are our competitors -- both traditional and nontraditional -- and in what ways are they competing differently?

# Report Out

# Education Master Planning Model

# Process is Key

**What makes one strategic plan a success and another a waste of time?**

The answer often depends on **the process** under which it was developed, **the thinking** behind it, and **how ambitious** it is.

*Lee Gardner, Chronicle of Higher Education*

# What has Skyline's process been?

- What do you recall from 2017-2018, or prior Ed Master Planning Cycles?
- Was the process inclusive?
- Were there work teams? A central organizing body?
- SWOT (Strengths, Weaknesses, Opportunities, Threats) or similar analyses?
- How did the College arrive at the 7 Strategic Goals?
- What about the “strategies” for each goal?

# What's Our Process?

- In the past, PRIE coordinated the Ed Master Planning Process
- Now SPARC coordinates the Ed Master Planning Process!

So how do we want to do it?? Possible models:

- SPARC serves as the EMP Steering Committee, charging a Task Group to do much of the work, or
- SPARC serves as the Planning Committee, creating task groups only as needed