

UNIVERSITY LIFE

Revolutionizing the Student Experience 2020-2024

Strategic Plan Implementation



Strategic Plan Process Overview

UNIVERSITY LIFE
DIVISIONAL OPERATIONS AND PLANNING

Context

Phase I: Development

Phase II: Operationalization

Phase III: Implementation

Project Organization Structure

Timeline

Assessment Plan

Unit Involvement

Presentation for University Life
Unit Leaders

Context

WHAT IS THE VALUE OF OUR STRATEGIC PLAN?

- Creates a roadmap to focus direction of the work of the division
- Provides opportunities for alignment across all layers of University Life (e.g. Units, Cabinet, Cross-functional Committees)
- Assists in the visualization of gaps and areas requiring further research
- Allows for back and forth conversations between and among units and leadership
- Creates a structure to identify accountability measures that will help us achieve our goals

Phase Overview

WHERE HAVE WE BEEN AND WHERE ARE WE NOW?

- Phase I: Development
- Phase II: Operationalization
- Phase III: Implementation





Timeline

2020-2024

The complete plan cycle will span a four-year time frame. Goal Groups in coordination with the Strategic Plan Operational Team will work together to map a timeline for strategy actions and implementation.

Phase I: Development

OUR VISION: EVERY STUDENT SUCCEEDS

In 2019-20 four working groups were established to design elements of a plan that would:

- Develop systems and infrastructures that support students' persistence, completion, and overall success
- Contribute to and measure student learning
- Support student overall mental health and well-being
- Actively engage and give voice to our growing and evolving student population
- Prepare students for better jobs, happier lives, and higher incomes



UNIVERSITY LIFE STRATEGIC GOALS 2020-2024

1

**INCLUSIVE
THRIVING
COMMUNITIES**

2

**ENGAGE
ALL
STUDENTS**

3

**HOLISTIC
STUDENT
SUPPORT
SERVICES**

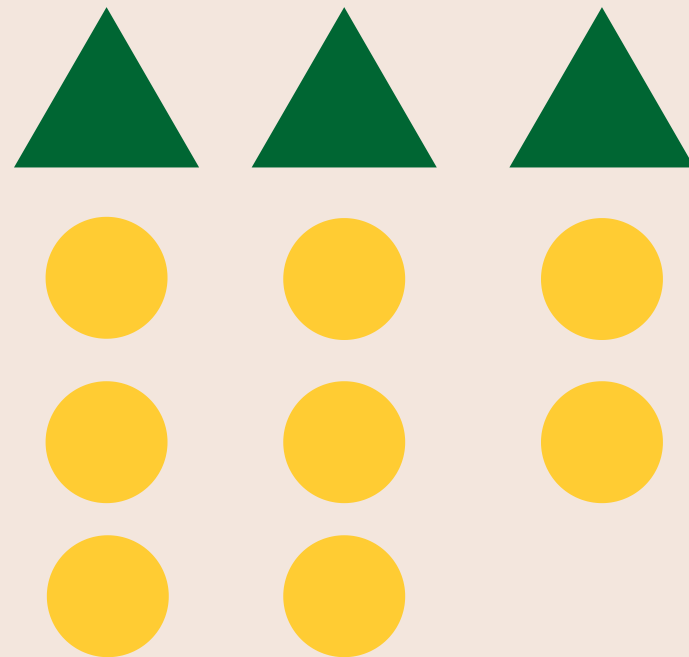
4

**ORGANIZATIONAL
EXCELLENCE**

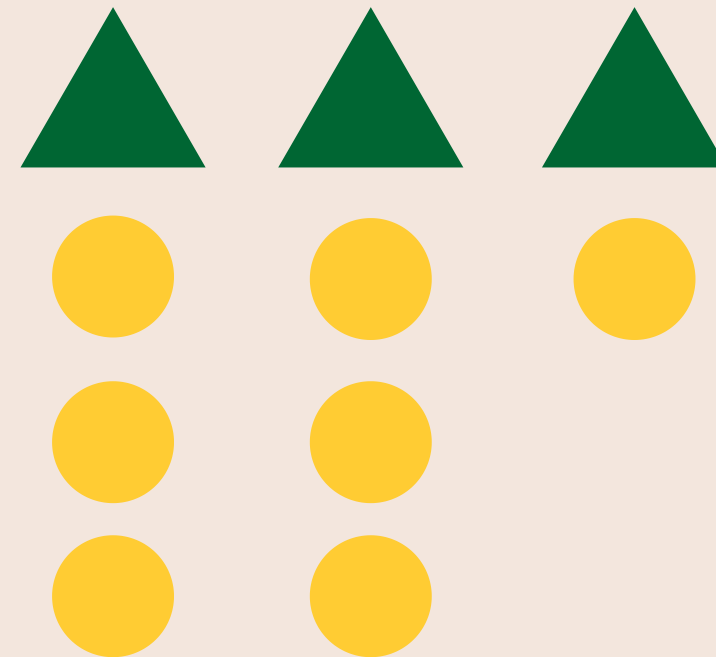
http://ulife.gmu.edu/wp-content/uploads/2020/08/GMU_Strategic_Plan.pdf

▲ OUTCOMES AND ● STRATEGIES

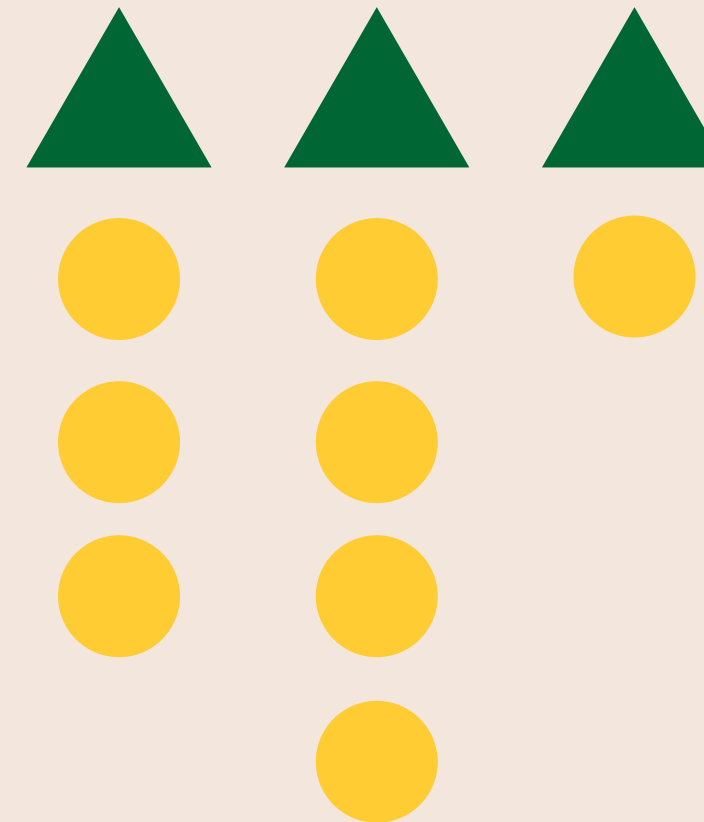
Inclusive
Thriving
Communities



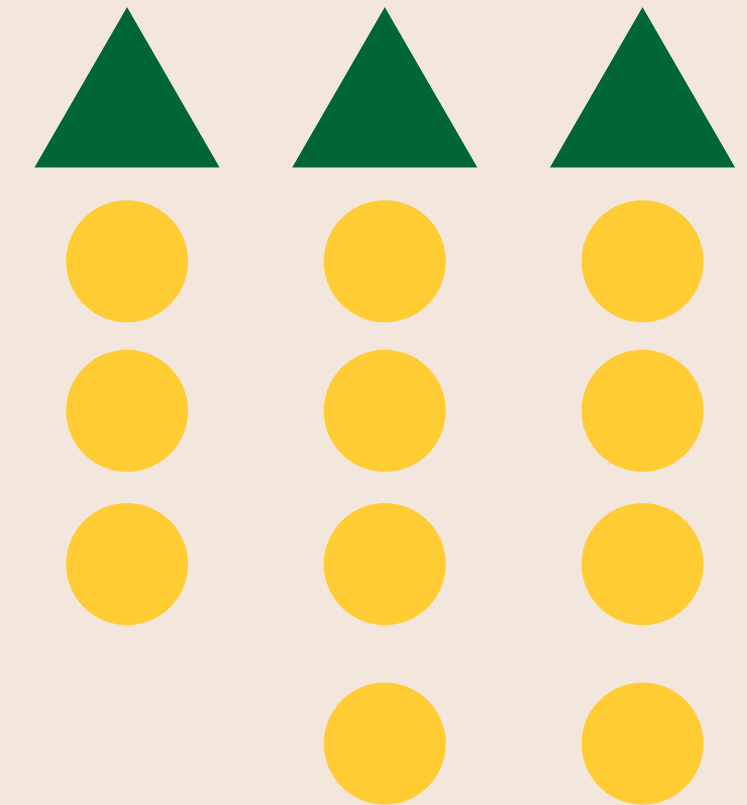
Engage All
Students



Holistic Student
Support
Services



Organizational
Excellence



Each Goal has three associated Outcomes with 1-4 Strategies each

Phase II: Operationalization

PROJECT AND PROCESS STRUCTURE

The release of the 2020-24 Strategic Plan has been met with hours of planning and preparation for its implementation. A Strategic Plan Operations Team (SPOT) has been formed to support the ongoing efforts of this plan.





Project Organization Structure

ORGANIZATIONAL EXCELLENCE IN ACTION

SPOT has worked to create a complete project roadmap for the plan implementation process, including a project organization chart and a description of key roles and functions.

ELEMENTS OF THE PLANNING PROCESS

Planning Process:

- Timeline
- Activities
- Roles and Functions
- Reporting, Communication, and Review Cycles
- Desired Outcomes

Formal Planning Structure:

- Project Sponsors
- Strategic Plan Operational Team
 - Assessment, Strategy, Project Management, Communications
- Goal Leads and Co-Leads + Strategy Leads
- Strategic Plan Steering Committee
 - Goal Leads + Operational Team

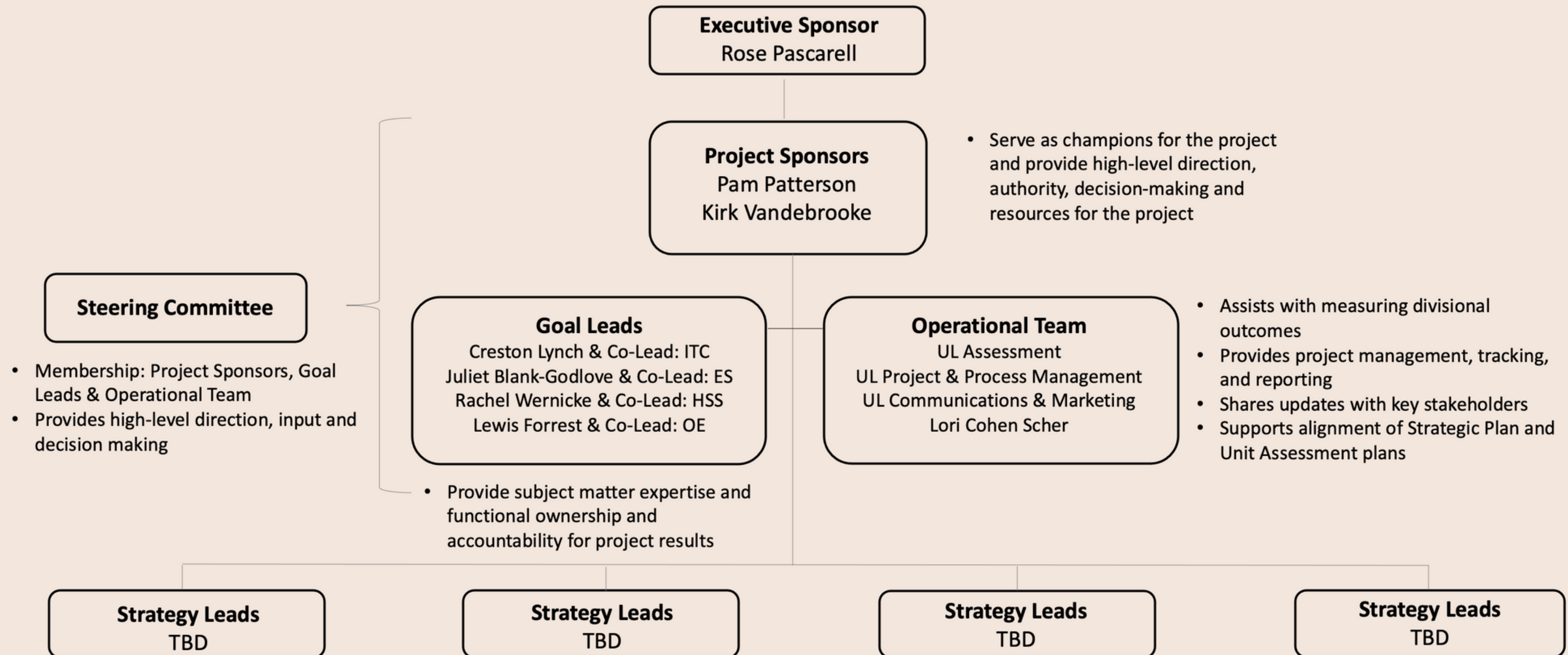
Planning Technology:

- TK20
- Qualtrics
- MS Teams
- OneDrive



PROJECT ORG CHART

Strategic Plan Implementation – Project Organization Chart



Phase III: Implementation

INTENTIONAL PLAN INTRODUCTION

- Directed assessment support for measuring divisional outcomes throughout the 4-year reporting cycle
- Integrated quarterly reporting for seamless communication on plan goals and associated outcomes and strategies
- Deliberate alignment with Unit-level goals and outcomes
- Communication of plan status with Cabinet, Assessment Committee and Unit Leaders



Implementation Timeline

2020-2021

- **Operational Team Formation**
Summer 2020
- **Goal Lead Meetings**
September 2020
- **Assessment Plan Framework**
October 2020
- **Steering Committee Kickoff**
November 2020
- **Goal Group and Strategy Meetings Commence**
Spring 2021



Assessment Plan

OUTCOMES AND STRATEGIES FOR SUCCESS

UL Assessment and Planning is developing a comprehensive assessment plan that lays out yearly targets for each goal outcome and its respective strategies.

ASSESSMENT PLAN MARKERS



Needs assessment, program audit, gap analysis



Program, intervention, support development, business process improvement, and implementation



Program and student success outcomes



Unit Involvement

WE'RE ALL IN THIS TOGETHER!

The Strategic Plan Steering Committee will work to ensure alignment not only across and within the division-level plan, but also with the work of all UL units. Focused attention on unit assessment plans and related unit-level work will allow us to identify collaborative opportunities and will assist units and goal groups in minimizing duplicate efforts.

UNIT INVOLVEMENT

Where Do I fit In?



Divisional Operations and Planning

Unit Alignment

MAPPING AND MAXIMIZING OUR WORK

- SPOT conducted thorough review of Unit Assessment Plans
- Steering Committee will discuss process for identifying goal group members (i.e. strategy leads and members)
- Seeking to establish groups comprised of members from units most aligned with strategy work
- Units are encouraged to communicate plan with all staff members and review to identify areas of alignment
- SPOT will communicate a process for how unit members can play a role



QUESTIONS?

Project & Process

Birgit Debeerst

bdebeers@gmu.edu

Plan Assessment

Dr. Eunkyong Park

epark21@gmu.edu

Unit Alignment

Dr. Lori Cohen Scher

lcohen@gmu.edu

REACH OUT TO US!