LIVE POLLING ACTIVITY

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Why do we Need to Plan?

- Provides focus and direction to move from plan to action
- Prioritizes your financial needs
- Communicates your strategy to faculty, students and staff
- Helps build your competitive advantage
How to Engage your Stakeholders?

Communicate, communicate, communicate! The first rule of engagement is all about sharing information in a purposeful and consistent way.

Actively involve stakeholders in the process.

Make sure people know what the strategic plan is and where they fit in it.
ANNUAL STRATEGIC PLANNING PROCESS REQUIREMENTS

Align and link department/unit plans with AUC’s Strategic Plan and cascade to department level

Develop/ review of department/unit strategic goals and objectives

Set/ review your unit strategies

Identify/ review strategic measures and targets (KPIs)

Report/ review on your unit results and revise unit plans
DEVELOP, REVIEW AND CASCADE STRATEGIC PLANS

- Academic Plan/ Area Plans
  - Developed & review in progress

- School Plans/ Subarea Plans
  - Developed and need review by Oct. 11th

- Department Plans/ unit plans
  - Developed and need review by Oct. 11th
Align Strategic Plans

Align School and Department plans with AUC’s 5 Strategic Goals

Resource Allocation
Strategic Objectives

Individual Objective
Strategic Goals
Components of a Strategic Plan

Mission
• 1-3 sentences that outline the purpose of the unit and how the unit helps the university achieve its mission.
• May also include vision and core values

Vision
• How the organization will look like in the future

Core Values
• Shared beliefs that provide a framework for decision-making
Components of A Strategic Plan

Environmental Scan

**Strengths**

What advantages does your unit have?

*Example: reputation, faculty*

**Weaknesses**

What could you improve? What should you avoid?

*Example: bureaucracy, turnover rate*

**Opportunities**

What opportunities might your strengths create?

*Example: growing community*

**Threats**

What obstacles does your unit face?

*Example: exchange rate*
COMPONENTS OF A STRATEGIC PLAN

Goals
• Where do you want to be at the end of the plan?
• Goals should be “big picture items”
• Not necessarily time-bound
• Not more than three to five
• Relate to the university goals
 COMPONENTS OF A STRATEGIC PLAN

Goals

• Example:

Institutional Effectiveness

Lead and direct the university’s planning processes and the continuous assessment of our academic and administrative units to enhance the institutional effectiveness.
COMPONENTS OF A STRATEGIC PLAN

Objectives
• Specific outcomes items that are to be achieved. More concrete and specific than goals
• Objectives must be SMART (specific, measurable, achievable, realistic, and time-bound)
• Each goal may have several objectives.
COMPONENTS OF A STRATEGIC PLAN

SMART Objectives

• Example:

  Establish a new program for Data Science by FY21

  Introduce a carpool service to the community through the AUC mobile application by FY20
COMPONENTS OF A STRATEGIC PLAN

Strategies
• The specific actions your unit will take to achieve your objective (Example: conduct focus groups, establish committee...etc.)

Required Resources
• Budget, faculty, staff, space...etc

Assessment
• Identify Key performance indicators (KPIs/Assessment Measures) benchmarks for each objective (Example: number of enrolled students/users satisfaction rate)
• Set targets (Example: 80 enrolled students, min. 80% satisfaction rate)
• Report on results
STRATEGIC PLAN REVIEW PROCESS

Guide for a better quality of plans

Rubric

Review

Feedback and discussion
01 QUALITY OF EDUCATION
02 INTERNATIONALIZATION
03 AUC EXPERIENCE
04 INSTITUTIONAL EFFECTIVENESS
05 INNOVATION
INSTITUTIONAL PILLARS AND TARGETS

Internationalization
- 20% International Students
- American students to represent 50% of international students
- 45% American Faculty

Quality of Education
- 80% Student Satisfaction
- 80% Employability
- 80 QS Ranking employer reputation score

AUC Experience
- 90% Senior Student Satisfaction (NSSE)
- 85% Faculty and Staff Satisfaction (IE survey)
- 85% institutional effectiveness index (IE survey)
- 70% first choice candidates are hired, 100% of top two
- 50% cost cutting on ink and paper

Innovation
- 35% Interdisciplinary offering
- 30% Faculty apply innovative teaching strategies
- 20 annual increase in number of blended/online courses
- 80% innovation as perceived by the AUC community (IE survey)
### Institutional Pillars and Targets

#### Quality of Education
- High quality teaching
- Learning spaces
- High impact research

#### Internationalization
- Presence at international campuses
- Student and faculty exchange
- International partnerships

#### AUC Experience
- Digital technology
- Alumni relations and contribution
- Student life services

#### Institutional Effectiveness
- Professional Development
- Recruitment and admission processes
- Process of hiring faculty

#### Innovation
- Online/ blended learning
- AUC’s entrepreneurship profile
- Multi-disciplinary programs and research
STRATEGIC PLANNING TIMELINE

Annual Strategic Business Planning Kick-Off Meeting
Jun. 28th & 29th

Strategic Planning Workshops (Sept. 21&22)

Report on results of previous year FY20
(Oct. 11th)

Review department/unit strategic plan FY20-FY22
(Oct. 11th)

Link strategic objectives to unit budget
(TBD)

Link strategic goals to individual performance evaluation
(Oct. 11th)
GUIDE TO DEVELOP A GOOD PLAN

- Clear, concise, and action oriented
- Aligned with the University Strategy
- 3-5 overarching goals
- Objectives clearly support the achievement of the related goal and measured by SMART KPIs
- All associated resources are indicated with clear link to the objective
- Targets are realistic and sufficiently challenging.
RESOURCES

1. AUC Centennial Strategic Plan 2019-2022
2. Strategy Management Webpage
3. Components of a Strategic Plan and Assessment Report
4. Planning and Assessment Platform (Compliance-Assist)
5. Step-by-Step User Guide
6. Consultation and training sessions
WEBPAGE AND SUPPORT CONTACTS

AUC Strategic Planning Webpage
https://www.aucegypt.edu/about/strategic-plan

Strategy Management Webpage
https://www.aucegypt.edu/about/strategy-management-and-institutional-effectiveness/strategy-management

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Activity 1
Goals, Objectives and KPIs Discussion
10 Minutes
**What's the difference between a Annual Planning and Strategic Planning?**

- **Annual planning** has an operational focus and is concerned primarily with concrete goal setting and the scheduling of specific tasks to meet these goals. It does not usually concern itself with an analysis of the external environment or the fit between the organization and the environment.

- **Strategic planning** gives explicit recognition to the organization’s outside environment and places an emphasis on the organization’s strategic advantage in meeting the contingencies in this environment. Although strategic planning also involves goal setting, it is broader in scope and much more comprehensive than operational planning.

**Can you update your strategic plan more than once throughout the year?**

- Yes, you can. Strategic Planning is an ongoing process.
How can you plan long-term when the future is so uncertain especially in the Corona time?

- Planning is needed precisely because the future is uncertain. The information you have today can be used to make reasonable forecasts of what the future might hold. Thinking about the future helps us plan what to do in various scenarios so we can be more ready for whatever it brings.

If everything is going great with your department, why do you think you need to have a strategic plan?

- It’s common to feel that your business is doing great—until a sudden change takes place that disrupts or even imperils your department. Planning strategically can help you prepare for such changes and stop flying blind.
Who is responsible for setting the Strategic Plan, the Management or the Staff?

- It is typically a mixture of management and staff members. The planning process will be more productive if it includes participation of management and key staff members.
- In general, if the staff members are involved in the process in meaningful ways, they will be ready to do their part in implementing the plan that results from the process. The opposite is also true – if staff members whose involvement is critical to the successful implementation of the plan have not been involved in meaningful ways, they will not be excited about the plan nor will they be very motivated to take some responsibility for implementation.

How does an organization stay focused on its vision when there is a major change in the organization’s management? Does the organization have to start all over?

- If the strategic planning process and the development of organizational vision involved a wide circle of management and staff, it is less likely that a change in leadership will cause the organization to lose focus. You don't have to start over in most cases. In fact, having a strategic plan in place should help in recruiting the new leadership
Agenda

1. What is Assessment? Why do we Assess?
2. What is an Assessment Report?
3. Creating Assessment Measures
4. Analysis and How to Use Results
5. What do you need to do?
Live Polling Activity

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What is Assessment?

**PLAN:** Develop clear goals and assessment measures

**DO:** Offer courses, programs, student services

**COLLECT:** data

**ANALYSE:** Assess progress

**ACT:** Use results to improve

Today’s Session

Office of Strategy Management and Institutional Effectiveness | Planning and Assessment Workshop | 2020
Why do we Assess?

1. Determine if you’re getting where you have planned
2. Improve the quality and effectiveness of your plan
3. Required by accreditation bodies
4. Assessment results provide valuable information to help in decision-making
What is an Assessment Report?

1. A summary of assessment activities from the previous academic year
2. A summary of results from the previous academic year.
3. Evidence that results are used to improve, plan
4. An action plan for implementing changes based on results
Assessment Process

1. Create Assessment Measures
2. Conduct Assessment
3. Collect Data
4. Analyze Results
5. Create Action Plan

Office of Strategy Management and Institutional Effectiveness | Planning and Assessment Workshop | 2020
CREATE ASSESSMENT MEASURES
What can they measure?

Tracking participation/productivity – e.g. track participation in programs or services
  • Example of Assessment Measure: KPIs

Program Effectiveness – e.g. level of satisfaction, involvement, effectiveness, helpfulness, etc.
  • Examples of Assessment Measure: survey, focus group, KPIs such as the number of complaints

Attitudes towards program/service – assess how a participant will think, feel, or act differently as a result of your program/course/service
  • Example of Assessment measure: “quiz type” survey
Types of Assessment Measures

Direct

Requires subjects to display their knowledge, behavior or thoughts

Where on campus would you go if you had a problem with registering for one of your courses?
What documents are needed to apply for a scholarship?

Indirect

Requires subjects to reflect on their knowledge, behavior or thoughts

I can identify where on campus to go if I had a problem with registering for one of my courses.
I can identify what documents I need to apply for a scholarship (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)
Examples of Assessment Measures

Objective

Students are served in an effective, courteous, and professional manner

Assessment Measures

1. Direct Measure?
2. Indirect Measure?

Students will demonstrate increased awareness of financial aid opportunities

1. Direct Measure?
2. Indirect Measure?
Examples of Assessment Measures

**Objective**
- Students are served in an effective, courteous, and professional manner
- Students will demonstrate increased awareness of financial aid opportunities

**Assessment Measures**
1. Number of complaints
2. Student survey

- 1. Student “quiz type” survey
- 2. Student survey
In Summary, Measures Should Be...

- Relevant
- Available
- Useful
- Consistent
- Understandable
- Measurable
ANALYSIS & HOW TO USE RESULTS
Questions to ask when assessing progress

1. Are we doing the right thing?
2. Are we doing it well?
3. How can we improve performance?
4. Are we getting where we want to go?

The value of the Assessment Measure tells you whether or not you met your objective, whether your strategy worked, whether you’re on the way toward achieving your goal.
What should you look for in your data?

- Change over time
- Achievement
- Maximize on good results
- Reasons why targets were not met
- Effectiveness of assessment measures
- Differences between groups
POSSIBLE RESPONSES TO ASSESSMENT RESULTS
WHAT DO YOU NEED TO DO?
What do you need to do?

**Results**

Briefly explain the results of your conducted assessment in a clear and concise manner.

**Analysis**

Briefly summarize the analysis and use of results. Write out a well-reasoned description of your conclusions based on the data by explaining the significance and impact of the results.

**Action Plan**

Briefly summarize the actions for improvement. Describe what decisions need to be made, next steps, and explain how the results are being used to inform unit changes.
BEFORE collecting data/evidence?

- Discuss “criteria for success”
- Consider possible ways results could be used

AFTER getting results?

- Involve the department in discussing the results and deciding what improvements are needed
- Create an improvement plan
1. Results are summarized in a clear, concise manner using counts and percentages, if appropriate.

2. Criteria for success are established, e.g., the percent of survey responses needed to declare an outcome/goal has been achieved.

3. The (planned) actions and/or changes match with the results.

4. A specific improvement (Action) plan is given.
Activity 2

Assessment Measures: 10 Minutes

Analyzing Results: 10 Minutes

Discussion and Use of Results: 10 Minutes
Debriefing

1. What assessment measures have you used/could you use to assess the objective mentioned in the previous activity? (direct/indirect)
2. Did these measures provide enough evidence to assess your goal? How?
3. What is your response to the results?
4. Give one example of change you would make.
5. Is there an existing venue for the department to deliver and discuss results and needed action? Explain.

Office of Strategy Management and Institutional Effectiveness | Planning and Assessment Workshop | 2020
Planning and Assessment Resources & Support

- Integrated Strategic Planning and Assessment Guidelines
- Data, KPIs, benchmarks and research
- Consultations & training sessions
- Planning & Assessment Software (Compliance-Assist)
- Standard Templates
- Institutional surveys:
  - Annual surveys
  - Cyclic Surveys
Review of Assessment Reports

Review with a rubric

Feedback to help improve reporting
Remember!
Planning and Assessment Timeline

- Oct. 11
  - Strategic plan progress reports due on Compliance Assist (*Complete prior to plan updates*)

- Oct. 11
  - Strategic plans submitted on Compliance Assist
HOTLINE AND SUPPORT

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Thank you

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