

Preparing for the Future: Drake University Planning Proposal

Preamble

The following proposal proceeds from these principles.

1. Planning is a primary responsibility of the President.

One of the President's major tasks is to prepare the institution for the future. The President must ensure that a collective vision of the University's future and the Strategic Plan guide decision-making at every level.

2. Planning drives the budget.

The President and the President's Cabinet share this responsibility with Deans and the Faculty Senate Budget Committee.

3. Planning must be a community wide process.

The goal is to create a planning process that systematically solicits ideas from various campus constituencies. Distilling those ideas into a University-wide plan becomes the joint responsibility of the President and the Planning Council. (See below)

4. Planning must be a dynamic process.

At some institutions, planning is assigned to an administrative office with the consequence that others are not involved in the process. Sometimes revision of the strategic plan is an annual activity with the consequence that it becomes routine and is not taken seriously. The cycle proposed below is an effort to avoid these pitfalls and ensure that planning at Drake is a dynamic process.

5. Planning should be informed by ideas from outside the immediate campus community.

Effective planning must take into account broad social trends and consider the assessments of non-community members. . Ongoing evaluation of external conditions, and input from observers of higher education trends must be sought to avoid the insularity that results from just consulting members of the campus community.

6. The Drake University cultural practice of consultation with and involvement of relevant constituencies will guide the planning process.

Consultation and involvement, however, do not mean that all affected groups necessarily will have representation on formal planning bodies. It does mean that affected constituencies will have the opportunity to have their voices heard and seriously considered in the decision-making process.

7. Planning should make effective and judicious use of faculty and staff time.

The proposal tries to separate development of the plan from implementation. It emphasizes participation during the development of the plan but assigns implementation and monitoring responsibilities to administrators.

Timeframe: Drake University will establish a three-year planning cycle

Note: Preparation for the first futures conference begins early in the fall semester of 2006. The SAC planning subgroup works with the President to plan the summer futures conference. Members of the planning council will be selected.

Outline

Year 1: Major Activities

Environmental Scanning and Whitepapers

Every unit does appropriate scanning to identify and review trends and factors in the external environment that are likely to affect the university in the future. Each unit then prepares a whitepaper report that summarizes external challenges, challenges and trends internal to higher education, and opportunities.

Summer Futures Conference: Environmental Scanning & Proposals

The SAC Planning subgroup is responsible for designing and preparing for the conference within the following general framework

Invitation to all members of the Drake University Community
("All" includes members of the Board of Trustees, faculty, staff, students, and representatives of all advisory groups)

Opening Plenary: Outside speaker on the Future of Higher Education
The speaker will be asked to recommend readings by January 1 to allow presenters and participants to consider critical ideas

Second set of sessions: Futures presentations by **vice presidents and deans.**

The SAC Planning subgroup may invite other units to make presentations

Third set of Sessions: Initial discussion of current documents in light of above sessions

Vision 2025
Strategic Plan

All documents and materials go to the Planning Council

All Futures Conference documents will be posted on an internal web site

Fall Semester

Planning Council revises *Strategic Plan* and vision documents in light of summer conference

Planning Council consults with affected groups

Planning Council circulates proposed revisions to campus constituencies by December 1 and invites comments

Spring semester

Discussion in town meetings and other fora

Faculty Senate

Student Senate

All-staff Council

Deans Council

SAC

All comments are to be submitted by February 15

Revisions of the Strategic Plan and Drake Vision documents are completed by March 15

Faculty Senate reviews at April Meeting

Board of Trustees reviews at April Meeting

Year 2: Implementation Phase I

A planning subgroup of SAC, appointed by the President, monitors and coordinates the activities during years 2 and 3 of the planning cycle

Revision of college and unit plans in light of year 1 outcomes

Connecting the revised Strategic Plan to the budget

President's Cabinet

Responsibility of deans and unit heads

Faculty Senate Budget Committee

The Vice President for Business and Finance issues an annual report

Year 3: Implementation Phase II

A planning subgroup of SAC, appointed by the President, monitors and coordinates the activities during years 2 and 3 of the planning cycle

Implementation of revised Strategic Plan continues

Preparation for next futures conference begins early in the fall semester

The SAC planning subgroup works with the President to plan the summer futures conference

The Planning Council is selected

Planning Council

President Chairs

Members:

9 faculty members elected by the entire faculty, not by units

The Faculty Senate representation principle is to be followed.

One representative from the each of the five professional colleges/schools

Four representatives from A&S representing the major divisions

The election process is to be designed by the Faculty Senate Executive Committee and the President.

Each administrative area headed by a vice president has one representative

Two students

Others as determined by the President

Length of Existence: one year (the first year of the planning cycle)

Responsibility: Revision of Strategic Plan and other documents as a result of the futures conference