Planning & Assessment: A Boston College Perspective

Presentation to the Women’s Collaborative
February 1, 2017
Kelli Armstrong
Vice President, Planning & Assessment
Our Discussion

- Background of IRPA Organization
- Relationship between Planning & Assessment
- Assessment and Planning Processes at Boston College
  - Strategic Planning
  - Master Plan
  - Financial Plan (Operating and Capital Budgets)
  - Program Review
  - Measures and Metrics
  - Assessment of Learning Outcomes
Service Group:
- On-campus, neutral resource
- Central source of data and research services
- Decision support
- Facilitation and project management for planning
Organizational Context

Planning & Assessment Levels

INSTITUTIONAL LEVEL

STRATEGIC PLAN, MASTER PLAN, CAPITAL PLAN, KEY INDICATORS

DIVISION LEVEL

VP AND DEAN AREA STRATEGIC PLANS

DEPARTMENT LEVEL

ACADEMIC AND ADMINISTRATIVE REVIEWS

PROGRAM LEVEL

PROGRAM OUTCOMES, OPERATIONAL EFFICIENCIES

STUDENT/EMPLOYEE LEVEL

LEARNING OUTCOMES FOR INDIVIDUALS
“Perfect” University

- Creates **Mission**
- Articulates a **Vision** for next 5-10 years
- Develops a **Strategic Plan** to move towards this Vision
- Supports the Strategic Plan with corresponding:
  - Academic Plan
  - Master Plan
  - Long Range Financial Plan
  - Capital Plan
  - Capital Campaign
- **VP Strategic Plans**, Department Level **Program Reviews** and **Learning Outcomes** align with Mission, Vision and Strategic Plan
- Develops **Metrics** for Strategic Plan and **Key Indicators** to measure progress
- **Improvements** are made based on measurements
- **Dashboards** are on desktops of senior executives
- **Operational Efficiencies, Revenue Enhancements** are developed to provide additional funding sources
The Planning & Assessment Loop

Mission and Goals

Develop and Implement Plans

Gather/Analyze Data

Use Data for Improvement
Measures and Metrics

What is measured gets noticed
What is noticed gets acted upon
What is acted on gets improved
Strategic Planning Framework

1. **Who are we? Why are we here?**
2. **Where are we? How can we do better?**
3. **Where do we want to be?**
4. **How will we get there?**
5. **How are we doing? Are we there yet?**

- **Developing Mission**
- **Analyzing Current State**
- **Setting Goals & Initiatives**
- **Developing an Action Plan**
- **Implementing & Tracking the Plan**
Assessment process: completed June 2016
- High level of engagement from all 24 teams
- June Steering Committee retreat surfaced key themes and concerns

Fall: feedback and development
- BC faculty and staff (Convocation, town halls)
- Students (roundtable, website)
- Alumni (leadership board, AHANA Alumni Council, webinar)
- Board of Trustees (Executive Committee, full Board)
ASSESSMENTS: A CHORUS OF VOICES
PLANNING FOR BOSTON COLLEGE’S FUTURE: EMERGING THEMES

Advancing the Mission

- The transformation of individuals and society
- Formation of students, faculty, and staff
- Research and scholarship that advances the common good
- Ongoing commitment to selected graduate/professional areas
- The centrality and importance of undergraduate liberal arts education
- Integration, interdisciplinarity, collaboration
- International/global orientation
- A center for dialogue between faith and culture
PLANNING FOR BOSTON COLLEGE’S FUTURE: CHALLENGES

Challenges, Internal and External

- Trends in student demographics
- Boston’s high cost of living
- Complacency: a culture of “good enough”
- BC’s educational and administrative technology platforms
- Resources: disparity between BC and our peers
- Cost of new facilities and current/future maintenance
- Student financial aid
- Space
- Careerism and economic pressures
- The rise of online graduate educational delivery systems
THE BOSTON COLLEGE MASTER PLAN
“A campus should reflect the vision and values of the institution.”

Kenney & Dumont, *Mission and Place*
PRINCIPLES OF THE BC MASTER PLAN

- Create One Campus
- Emulate Gothic Middle Campus Character
- Linked Quadrangles
- Provide “Best Density” of Open Space and Buildings
- Develop Mixed Campus Uses
- Celebrate Gateways
MAP OF THE MASTER PLAN

BOSTON COLLEGE MASTER PLAN
NEAR TERM PLAN

September 2016

[Legend and list of facilities and areas]

CAMPUS AREAS
Area 1: Upper Campus (100%)
Area 2: Middle Campus (200%)
Area 3: Lower Campus (300%)
Area 4: Brighton Campus (400%)
Area 5: Newton Campus (500%)
Area 6: Hammond Triangle (600%)

[Map with detailed markers and legends]
Stokes Hall
CHOOCOLATE BAR IN STOKES HALL
St. Mary’s Hall
WOODS COLLEGE OF ADVANCING STUDIES
CONFERENCE CENTER AND McMULLEN MUSEUM
Recreation Center
A growing number of universities are blending institutional research, assessment and planning to support data-driven strategic activities.

**Historical Practices:**

- Information is not integrated across systems
- Data are not woven into planning process
- Lack of planning and implementation support for Divisions/departments

**Best Practices:**

- Integration of institutional research and strategic services to support planning.
- Targeted use of data to help leaders make business decisions.
- Analyses that drive strategic deployment of resources.