

## **HI ED 810: Planning and Resource Management**

An On-line Course Offered by Penn State's Graduate Certificate in Institutional Research  
Fall 2011

### **INSTRUCTORS**

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### **COURSE OVERVIEW**

This course is essentially composed of three parts. The first part (units 1-3) introduces students to the history of strategic planning, the external environment facing higher education institutions, and key economic theories that can aid budgeting and planning efforts. The second part of the course (units 4-8) provides an introduction to key budgeting structures and processes and contains a project that allows students to gain experience adjusting budgets for administrative and academic units. The final portion (units 9-14) provides students with a working knowledge of strategic planning models and contains a project where students develop a process for strategic planning and enact that process using simulated data.

### **COURSE REQUIREMENTS**

For each unit of this class, you will need to do the following:

- Watch an Adobe Presenter presentation that introduces the readings for the unit.
- Read the assigned readings for that unit.
- Watch an Adobe Presenter presentation that discusses the assigned readings and related topics not covered in the readings. [In certain units, we may have multiple shorter presentations.]
- Complete the assignment for that unit.
- Review the feedback on your assignment provided by classmates and the instructors.

Each unit is assigned to a week that spans Monday through Sunday. The unit materials will be activated on ANGEL by the previous Friday before that week, and the assignments will be due on the following Monday at noon. For example, unit 1 spans September 12<sup>th</sup>-18<sup>th</sup>. The materials will be made available by Friday, September 9<sup>th</sup> and the assignment will be due by noon on Monday, September 19<sup>th</sup>.

## **PRESENTATIONS**

In units 8 and 14, students will be presenting their projects through Elluminate. In upcoming weeks, we will provide information on the steps students will need to follow in order to present through Elluminate.

## **GRADING SYSTEM**

You will be graded based on your performance on the assignments for each unit. The assignments (and their contribution to your grade) are detailed below.

1. Individual Assignments (30% of grade)
  - Unit 1: Strategic planning response (6%)
  - Unit 2: Analysis of your institution's external environment (6%)
  - Unit 3: Application of economic principles to budgeting/planning scenarios (6%)
  - Unit 4: Planning and budgeting cheat sheet (6%)
  - Unit 9: Institution-level strategic planning exercise (6%)
2. Budgeting Project (25% of grade)
  - The assignments for units 5-7 will comprise this project.
3. Budgeting Project Presentation (10% of grade)
  - In unit 8, you will present your project and provide feedback on the presentations provided by other students.
4. Strategic Planning Project (25% of grade)
  - The assignments for units 10-13 will comprise this project.
5. Strategic Planning Project Presentation (10% of grade)
  - In unit 14, you will present your project and provide feedback on the presentations provided by other students.

## **COURSE MATERIALS**

Three texts (listed below) are required for the class. In some units, additional readings are required, and you can download PDFs of these readings from the course ANGEL page (<https://cms.psu.edu/>). The course ANGEL page also houses other course materials (videos, assignments, etc.).

Dickeson, Robert C. (2010). *Prioritizing Academic Programs and Services*. San Francisco: Jossey-Bass.

Dooris, Michael J., John M. Kelley, & James F. Trainer (eds.) (2004). *Successful Strategic Planning*. New Directions for Institutional Research, no. 123. San Francisco: Jossey-Bass.

Goldstein, Larry. (2005). *College & University Budgeting: An Introduction for Faculty and Academic Administrators*. Washington, DC: National Association of College and University Business Officers.

## **OTHER COURSE POLICIES**

If you find that an unexpected circumstance prevents you from completing an assignment on time, please alert the instructors *as soon as possible*. Otherwise, late work will be penalized. We recognize that many of the students in this class are working professionals whose workloads vary across weeks, and we are willing to consider reasonable requests for individual adjustments to the course schedule.

All College of Education policies (<http://www.ed.psu.edu/educ/current-students/academic-integrity/>) regarding academic integrity apply to this course.

We welcome students with disabilities into the course. If you have a disability-related need for reasonable academic adjustments in this course, please notify us as early in the semester as possible.

## **COURSE SCHEDULE**

### **Unit 1: Thinking Critically About Planning. 9/12/11 – 9/18/11**

Dooris, M., Kelley, J. & Trainer, J. (2004). Strategic planning in higher education. *New Directions in Institutional Research*, 123, 5-12.

Fish, S. (2004). Plus ça change. *Chronicle of Higher Education*. April 2<sup>nd</sup>.  
<http://chronicle.com/article/Plus-a-Change/44555/>

Keller, George (2007). The emerging third stage in higher education planning. *Planning for Higher Education*, 28(2): 1-7.

Keller, G. (1983). *Academic strategy: The management revolution in American higher education*. Baltimore, MD: Johns Hopkins Press. [Chapter 3 (pp. 40-71): New management wine in old academic bottles.] [NOTE: The pre-reading video encourages you to skim/skip portions of this chapter. See that video for details.]

## **Unit 2: The External Environment**

**9/19/11 – 9/25/11**

American Association of State Colleges and Universities (2011) *Top 10 Higher Education Policy Issues for 2011*. <http://www.congressweb.com/aascu/docfiles/PM-Top10for2011.docx.pdf>

Bowen, W., Chingos, M., & McPherson, M. (2009). Crossing the finish line: Completing college at America's Public Universities. Princeton, NJ: Princeton University Press. [pp. 1-10]

Dickeson (2010). Preface

Dickeson (2010). Ch 1: Recognizing the need for reform.

Erickson, R. & Dooris, M. (forthcoming). Three decades of strategic planning. *Planning for Higher Education*.

## **Unit 3: Key Economic Concepts**

**9/26/11 – 10/2/11**

Brinkman, P. (2006). Using economic concepts in institutional research on higher education costs. *New Directions for Institutional Research*, 132, 43-58.

Cheslock, J. (2006). Applying economics to institutional research on higher education revenues. *New Directions for Institutional Research*, 132, 25-41.

Zemsky, R., Wegner, G. and Massy, W. (2005). *Remaking the university: Market-smart and mission-centered*. New Brunswick, NJ: Rutgers University Press. [Chapter 4: On Being Mission-Centered and Market Smart]

## **Unit 4: Budgeting: Introduction**

**10/3/11 – 10/9/11**

Goldstein (2005). Ch 1: An introduction to budgeting.

Goldstein (2005). Ch 2: The economic and political environment.

Goldstein (2005). Ch 3: The budget process.

## **Unit 5: Budgeting: Introduction (Part II)**

**10/10/11 – 10/16/11**

Goldstein (2005). Ch 4: Allocating resources and increasing flexibility.

Goldstein (2005). Ch 5: Responding to extraordinary financial difficulties.

**Unit 6: Budgeting: Incentives**  
**10/17/11 – 10/23/11**

Ehrenberg, R. (2000). *Tuition rising: Why college costs so much*. Cambridge: Harvard University Press. [Chapter 2 (pp. 19-31): Who is in charge of the university?]

Ehrenberg, R. (2000). *Tuition rising: Why college costs so much*. Cambridge: Harvard University Press. [Chapter 12 (pp. 157-170): Internal transfer prices]

Goldstein (2005). Appendix: Approaches to budgeting.

Morgan, Anthony W. (1984) The New Strategies: Roots, Context, and Overview. *New Directions for Institutional Research*, 43, 5-14.

**Unit 7: Budgeting: Unit-Level Strategies**  
**10/24/11 – 10/30/11**

Barr, Margaret J. (2002). “Problems and Pitfalls in Fiscal Management” in *Academic Administrator’s Guide to Budgets and Financial Management*. San Francisco, CA: Jossey-Bass. pp. 77-94.

UC Davis. (2011). Budget IDEAS: A starting point for campus discussion.  
[http://budgetnews.ucdavis.edu/downloads/budget\\_ideas\\_startingpoint\\_2.24.11.pdf](http://budgetnews.ucdavis.edu/downloads/budget_ideas_startingpoint_2.24.11.pdf)

Wildavsky, Aaron and Naomi Caiden. (2004). “The Dance of the Dollars: Classical Budgeting” in *The New Politics of the Budgetary Process*. 5<sup>th</sup> Edition. New York: Pearson-Longman. [pp. 46-50 & 57-67]

**Unit 8: Presentations: Budget Project**  
**10/31/11 – 11/6/11**

**Unit 9: Strategic Planning: Identifying Leadership and Mission**  
**11/7/11 – 11/13/11**

Dickeson (2010). Ch 2: Identifying responsible leadership.

Dickeson (2010). Ch 3: Reaffirming institutional mission.

Dodd, A. (2004). Strategic planning in higher education. *New Directions in Institutional Research*, 123, 13-25.

Weisbrod, B., Ballou, J., & Asch, E. (2008). *Mission and money: Understanding the university*. Cambridge: Cambridge University Press. [Chapter 1 (pp. 1-8): An introduction to the higher education industry.]

**Unit 10: Strategic Planning: Defining Programs and Criteria**  
**11/14/11 – 11/20/11**

Dickeson (2010) Ch 4: Defining what constitutes a program.

Dickeson (2010) Ch 5: Selecting appropriate criteria.

Dooris, M. and Rackoff, J. (Forthcoming). Institutional planning and resource management. *Handbook for Institutional Research*. San Francisco: Jossey-Bass.

**Unit 11: Strategic Planning: Measuring, Analyzing, Prioritizing**  
**11/21/11 – 11/27/11**

Clagett, C. (2004). Applying ad hoc institutional research to strategic planning. *New Directions in Institutional Research*, 123, 33-48.

Dickeson (2010) Ch 6: Measuring, analyzing, prioritizing.

Middle States Commission on Higher Education (2003). The student learning assessment plan in the context of institutional planning. Pages 54-65 in *Student Learning Assessment Options and Resources*. Philadelphia, PA: author.

**Unit 12: Strategic Planning: Process and Implementation**  
**11/28/11 – 12/4/11**

Dickeson (2010) Ch 7: Anticipating process issues.

Dickeson (2010) Ch 8: Implementing program decisions.

Seymour, D. (2004). Linking planning, improvement, and institutional research: Los Angeles City College. *New Directions in Institutional Research*, 123, 59-69.

Seymour, D., Kelley, J., & Jasinski, J. (2004). Linking planning, improvement, and institutional research. *New Directions in Institutional Research*, 123, 49-56.

**Unit 13: Strategic Planning: Final Thoughts**  
**12/5/11 – 12/11/11**

Dickeson (2010) Ch 9: Achieving strategic balance.

Keller, George (1997). Planning, decisions, and human nature. *Planning for Higher Education*, 26(2):18-23.

Kelley, J. & Trainer, J. (2004). A team approach to goal attainment. *New Directions in Institutional Research*, 123, 97-104.

Paris, K. (2004). Moving the strategic plan off the shelf and into action at the University of Wisconsin-Madison. *New Directions in Institutional Research*, 123, 121-127.

Trainer, J. (2004). Models and tools for strategic planning. *New Directions in Institutional Research*, 123, 129-138.

**Unit 14: Presentations: Strategic Planning Projects**  
**12/12/11 – 12/18/11**