



Turning wine back into water: *Building strategic decisions from the ground up using disaggregated institutional data requires effective processes and IT*

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AAIR, November 2009

What is this about?

- **Overview of corporate planning at SCU**
- **Pilot implementation of new process (2008) at organisational unit (school) level**
- **Pilot of SharePoint software**
- **Development of a planning format**
- **Identification KPIs and data**
- **Lessons in organisational change management**

University Strategic Plan >>>

Approved Council Monitored Executive

FUNCTIONAL PLANS

ACADEMIC | RESEARCH | CAPITAL MANAGEMENT | REGIONAL | INTERNATIONAL
Approved Council Monitored Executive

SPECIAL PURPOSE PLANS

Approved Council Monitored Relevant Member of Executive

EEO/EQUITY PLAN

Approved Council Monitored Vice-Chancellor

LEARNING + TEACHING PLAN

Approved Academic Board Monitored Academic Board

RISK MANAGEMENT PLAN

Approved Council Monitored Executive

ORGANISATIONAL UNIT PLANS

Approved Relevant Member of Executive Monitored Relevant Manager

SERVICE LEVEL PLANS

STUDENT SERVICES | UNIVERSITY LIBRARY | IT&TS | HUMAN RESOURCES
MARKETING + PUBLIC RELATIONS | FINANCIAL SERVICES
Approved Relevant Manager Monitored Relevant Manager

Operational Plans

Approved Relevant Member of Executive
Monitored Relevant Manager

Business Plan

Approved Council Monitored Executive

BUDGET

5 YEAR ROLLING PLAN

3 YEAR ROLLING PLAN

ANNUAL ROLLING PLAN

Historical Planning cycle (circa 2007)

Jan-Mar

VC reports on strategic plan performance

VC announces priority objectives for yr+1

Executive course and unit performance analysis for yr-1

May-Apr

Organisational unit three year plans updated

Organisational unit yr+1 priorities for draft business plan/University operational plan

Jul-Aug

Yr+1 projections finalised end August inform budget preparation


Oct-Nov

Budget yr+1 to Council

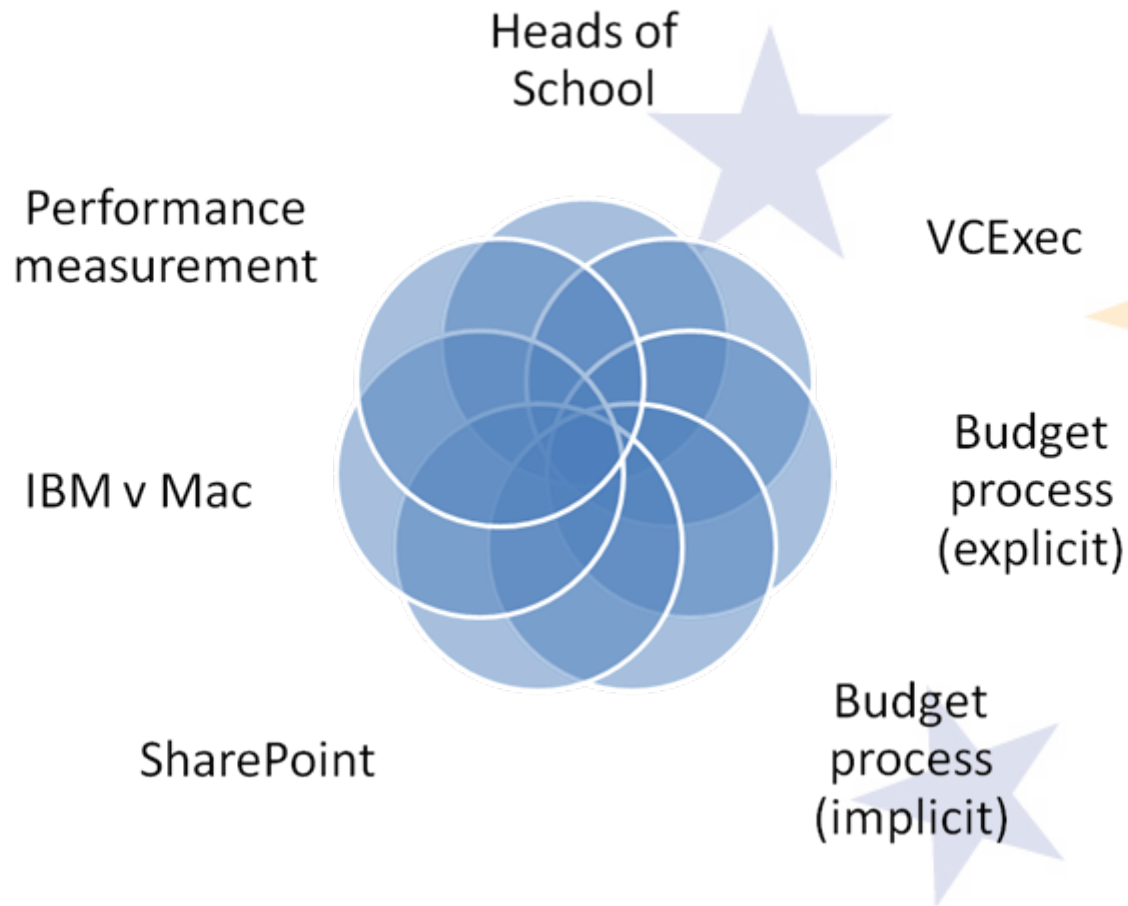
Business/operational plans to Council

Annual reports against functional/service/compliance plans

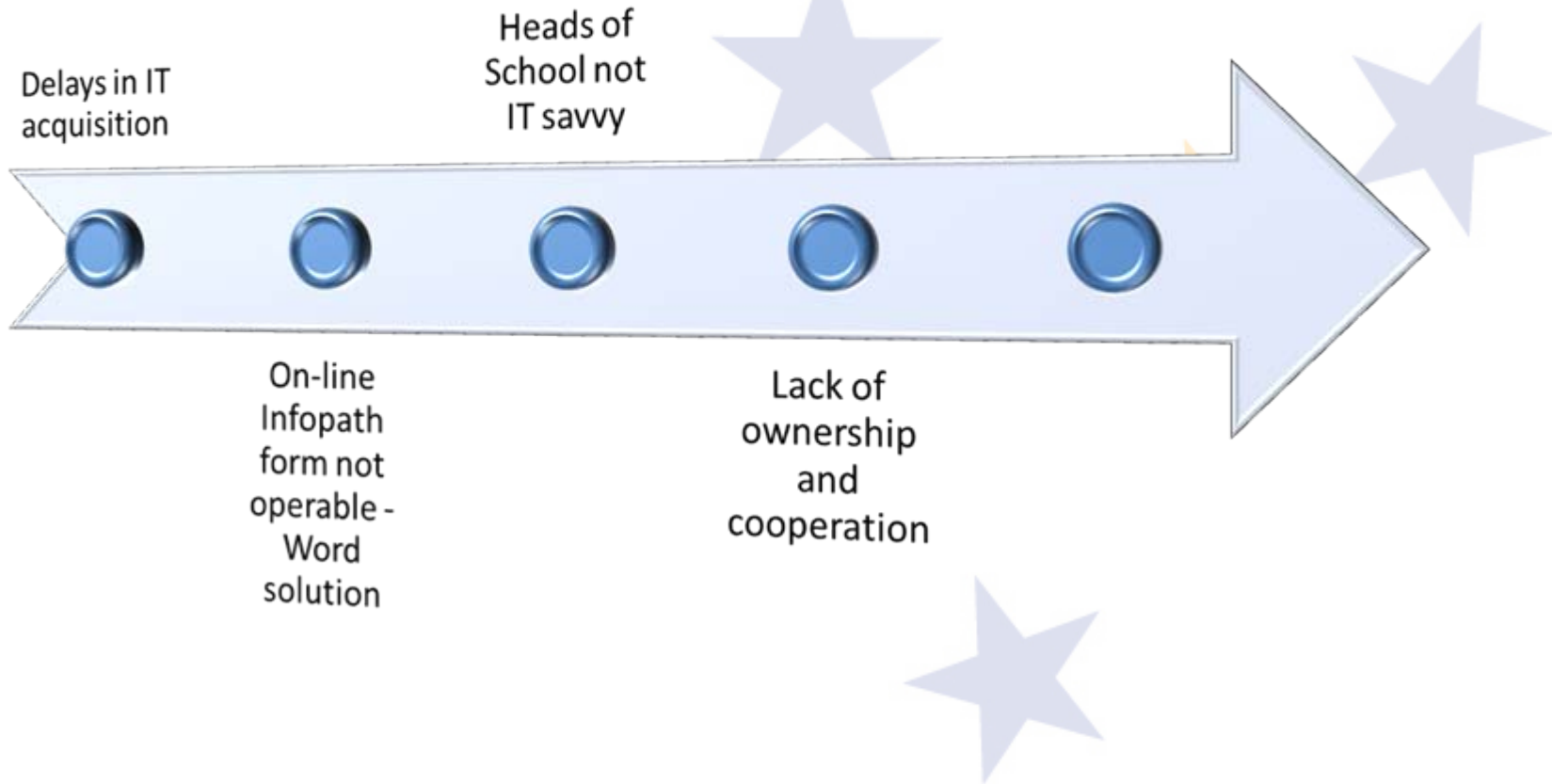
Planning 2008

- Planning framework integrated with budget
 - Planning cycle designed to capture University and organisational unit (Schools) priorities to feed budget
 - School plans to cross reference University Strategic Plan and Functional Plans
 - Higher level of performance reporting incorporated
 - School plans drive Service Plans (Support Units)
- 
- Organisational Unit Planning through SharePoint Pilot

Piloting a process AND an IT product



Lessons 2008



Organisational Unit Plan (2008)

1. Executive summary
2. Report against performance yr-1
3. Priority initiatives for yr+1
4. Operations (load, income, expenditure, staffing)
5. Strategies relative University SP
6. Required services
7. Risk assessment
8. Performance projections

2009 SharePoint and InfoPath

- Common platform
- Process integrity
- Data support
- Secure environment
- Sign off process
- Ease of aggregation and analysis

Sharepoint Planning Page

Operational Plans - Windows Internet Explorer

http://spweb.ad.scu.edu.au:20000/Pages/OperationalPlans.aspx

File Edit View Favorites Tools Help

Operational Planning

Welcome Naomi Doncaster | My Site | My Links |

Operational Planning

This Site: Operational Planning | Advanced Search | Site Actions

View All Site Content

PQR Forms

Recycle Bin

Operational Planning

Organisational Unit Planning 2010

Welcome to the 2010 Operational Planning Process.

Your Operational Planning Form can be accessed from [here](#) or click on 'PQR Forms' on the left hand side of this screen. The dates for completion are:

School Operational Plans	May 22 2009 (planning open from May 4 2009)
Support Unit Operational Plans	July 17 2009 (planning open from July 1 2009)

Links are provided (on the right) to documents to be considered in the Planning Process.

The process involves:

- Completing all sections of the Plan
- Discussing finances with Financial & Business Services
- Submitting the completed Operational Plan
- Review and sign off of the plan by the relevant Executive member (Executive Dean / DVC / Executive Director Corporate Services / PVC Research)

For assistance with this planning process please contact:

General planning framework: Julie Arthur (x73030) or Tony Batts (x73421)

Financial and Business Services:
Faculty of Arts & Sciences: Val Smith (x73680)
Faculty of Business & Law: John Reynolds (x79157)
Support Units: Liz Morison (x73163)
Research: Selena Arthur (x79121)

SharePoint and data: Naomi Doncaster (x79284)

Risk Management (View 2): Peter Cordery (x73696)

Useful Links

SCU Plans

- Academic Plan 2005-2008
- Equity & Diversity Plan 2008-2010
- International Plan 2008-2010
- Learning & Teaching Plan 2007-2010
- Regional Engagement Functional Plan 2006-2008
- Research & Research Training Management Plan 2007-2009
- Strategic Plan 2005-2010 (Mid Term Review)
- VC's Planning Priorities for 2010

Course Load Projections 2010 (Draft)

- Course Load Projections 2010 - CIAP
- Course Load Projections 2010 - School of Arts & Social Science
- Course Load Projections 2010 - School of Education
- Course Load Projections 2010 - School of Environmental Science
- Course Load Projections 2010 - School of Health
- Course Load Projections 2010 - Graduate College of Management
- Course Load Projections 2010 - School of Commerce & Mgt
- Course Load Projections 2010 - School of Law
- Course Load Projections 2010 - School of Tourism

KPI data

- KPI data - Faculty of Arts & Sciences
- KPI data - Faculty of Business & Law
- KPIs - support & research units
- Targets (for Objectives and Priorities)

Risk Register

- SCU Risk Profile

Sharepoint Lists – KPI data

Public Folders - Cognos Conn... KPI Results 128 km Grafton Radar

Operational Planning > KPI Results

This List: KPI Results

Operational Planning > KPI Results

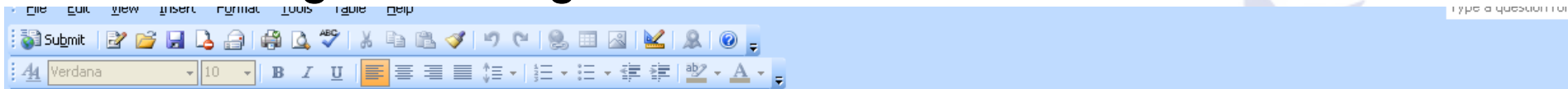
KPI Results

Results for specific KPI's linked to a unit

New Actions Settings

KPI	Result	Unit
Commencing international students	3	College of Indigenous Australian Peoples
Commencing international students	26	School of Arts & Social Science
Commencing international students	613	School of Commerce & Management
Commencing international students	38	School of Education
Commencing international students	19	School of Environmental Science
Commencing international students	52	School of Health & Human Sciences
Commencing international students	2	School of Law
Commencing international students	200	School of Tourism
Commencing international students	517	Graduate College of Management
Commencing international students	4	College of Indigenous Australian Peoples
Commencing international students	68	School of Arts & Social Science
Commencing international students	963	School of Commerce & Management

Planning Form Page 1



Introduction

The Planning Form has 10 stages. In the Introduction stage you select the Plan Period, the Plan Year (2010) and the Organisation Unit. Stages 1-8 require input from the Head of School / Support Unit Manager. Stage 9 provides for review commentary from PQR, the relevant Executive member and the DVC.

Operational Plan

Strategic Plan Period:	Plan Year:	Organisational Unit:
2005 - 2010	2010	School of Tourism

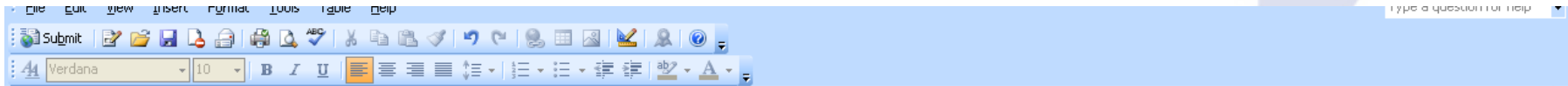
NOTE: If * appears, this field is a required field and must be completed.

Click on the links below to navigate through the form:

[Introduction](#) >> [1. Report Against KPIs](#) >> [2. Risk Assessment](#) >> [3. Strategies](#) >> [4. Priority Initiatives](#) >> [5. Course Planning](#) >> [6. Resource Impact](#) >> [7. Required Services](#) >> [8. Organisational Unit Summary](#) >> [9. Plan Reviews](#)



Planning Form Page 2



Report Against Key Performance Indicators (KPIs)

The University Strategic Plan (2005-2010 Mid Term Review) has 5 objectives against which various KPIs have been defined.

A complete list of these KPIs, Measures and Results is available in a document on the [Operational Planning Site](#)

Select Objectives from the list below. Then select a KPI to see the results for the previous 2 years (where available).

Based on these results indicate your assessment of 'Achievement' (with comments). Target values for 2010 should be entered for each of the KPIs.

Click on 'Add a KPI' (below table) to select the next KPI.

Selection	Achievement	Target	Comments
Objective 1. Uni of 1st choice for our students	*		
KPI Meet our enrolment target			
Measure Achieving DEEWR target load			
Result (Yr - 2) 23.2% Result (Yr - 1) 23.7%			
Objective 2. High quality education experience that meets individual student need	*		
KPI Unit feedback - Semester 1			
Measure Unit feedback mean satisfaction			
Result (Yr - 2) 4.18 Result (Yr - 1) 4.30			
Objective 3. Research intensive regional university	*		
KPI HDR enrolments			
Measure HDR EFTSL			
Result (Yr - 2) 10.5 Result (Yr - 1) 9.4			
<input type="button" value="Add KPI"/>			

[Introduction](#) >> **[1. Report Against KPIs](#)** >> [2. Risk Assessment](#) >> [3. Strategies](#) >> [4. Priority Initiatives](#) >> [5. Course Planning](#) >> [6. Resource Impact](#) >> [7. Required Services](#) >> [8. Organisational Unit Summary](#) >> [9. Plan Reviews](#)

Strategies relative to VC Priorities & University Strategic Plan

These 2 tables show the VC's planning priorities (for 2010) and the University's Strategic Objectives along with their respective targets.

The complete list of the Targets identified for Priorities and Objectives is available [from here](#).

Enter details of your organisational unit's strategies to meet these priorities and objectives. At least one strategy should be detailed for each priority/objective, and the top 5 strategies should be ranked. (The top 5 ranked strategies are summarised in the next section).

VC's Priorities for 2010

1. Implementing the **3 session** academic calendar so as to enhance student choice and maximise the efficient use of our capital stock.
2. Beginning the process of **workforce** development and renewal set out in the Strategic Workforce Plan 2008.
3. Developing new **academic programs** at both undergraduate and postgraduate level which will underpin enrolment growth in future years.
4. Positioning the University's **research** performance to maximise block grant funding from the Commonwealth.

Strategic Objectives (2005-2010 Mid Term Review)

1. We will be the **university of 1st choice** for our students
2. We will provide a **high quality** education experience that meets individual student needs
3. We will be the most **research** intensive regional university
4. We will take a constructive role in the intellectual, economic, environmental, social and cultural development of our **region**
5. We will continue to grow and diversify our **revenue streams**

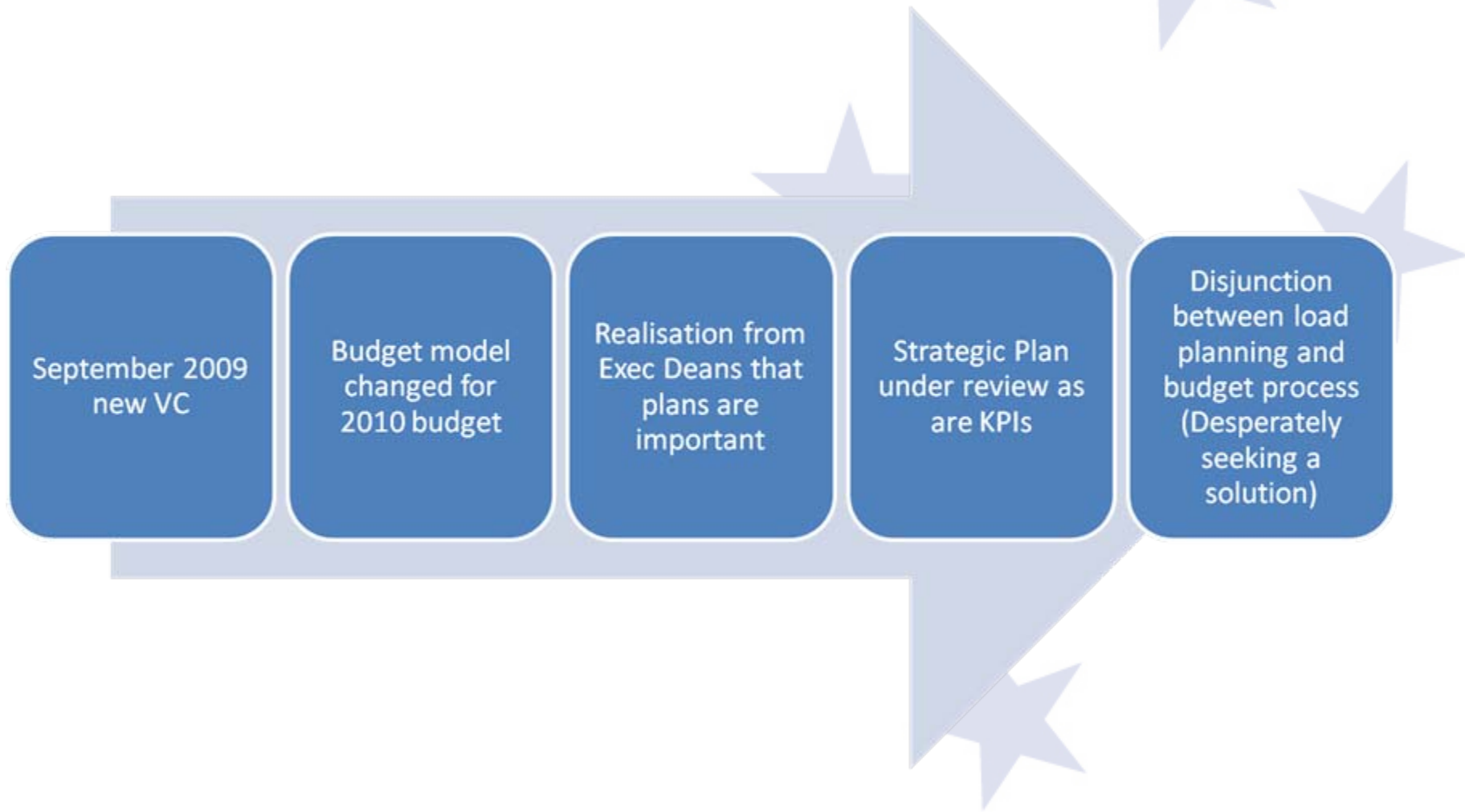
A - Strategies relative to VC Priorities

Selection	Other Units / Budgets/ Resource Impact	Timeline for Completion	Comments
Priority 1. 3 sessions	Other Units Involved <input type="checkbox"/> FAS Office <input type="checkbox"/> FOBL Office <input type="checkbox"/> Other support <input type="checkbox"/> Other	*	
Target FAS1	Budget Source <input type="checkbox"/> Capital Reserves (Minor Works and specific projects) <input type="checkbox"/> Other - Operating Budget <input type="checkbox"/> Own - Operating Budget <input type="checkbox"/> Other		
Org Unit Strategy [Empty field]	Resource Implication <input type="checkbox"/> Computers <input type="checkbox"/> Laboratory space <input type="checkbox"/> Office space <input type="checkbox"/> Other		
Internal Responsibilities [Empty field]			
Ranking: 1			
Priority [Empty field] *	Other Units Involved <input type="checkbox"/> FAS Office <input type="checkbox"/> FOBL Office <input type="checkbox"/> Other support	*	
Target [Empty field] *			

Organisational change key learnings

- Data will always be challenged
- Aggregation at university level not appropriate at school level with diverse student cohort
 - International/domestic
- Workers will always blame tools
- KPIs limited by availability of data

2010



Turn wine ... to water

- Or

- Enough to turn you to drink!

