

Weber State University Comprehensive Planning Process

Overview

Weber State planning is composed of coordinated planning documents, processes, time cycles, and responsible bodies.

The central guiding documents are mission, values, vision, and clearly defined university objectives with associated achievement measures.

Achievement of university objectives is assessed on an ongoing basis and is combined annually with external conditions affecting the university to update university strategies.

The Weber State University PLAN is a dynamic document, reflecting a process that examines all aspects of the university on a continuous five-year cycle...about 20% of programs and services are reviewed by the divisions each year. Division Vice Presidents oversee these program and service reviews, which are forward-looking, opportunity-oriented, and take place in the context of clear university and division objectives, meaningful assessment of intended outcomes, outside reference information, and ideally including the perspective of outside reviewers.

The program and service reviews are the foundation of Weber State planning and often result in plans for change initiatives intended to strengthen or improve. Importantly, program and service reviews consider the relationship of the function to university and division objectives and strategies.

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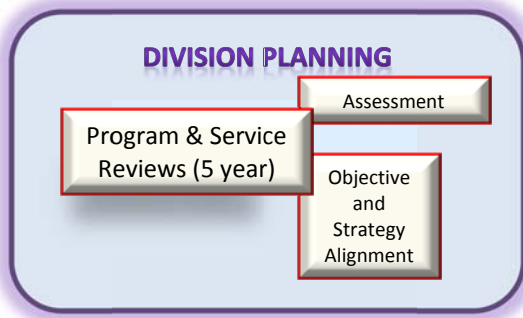
Division planning is at the heart of Weber’s planning process, guiding the program and service reviews in the context of broader university objectives and strategies. Division Vice Presidents update their division plans annually, integrating program and service reviews with current conditions, university objectives, strategies and available funds. Division plans form the core of the WSU PLAN and include any large-scope change initiatives that need to be coordinated with the rest of the university.

The Administrative Services and Information Technologies Divisions have specific planning responsibilities for emergency preparedness and for the financial, physical, and technological infrastructure of the university, which are part of their division plans.

The University President is responsible for the overall planning process, which is reviewed for effectiveness by the University Planning Council and President’s Council on a seven year cycle along with assessments of mission fulfillment, adaptive ability, and capacity.



Division Planning Detail



Intended outcomes have been defined for all mission core theme programs and services and, through outcomes assessment, five-year reviews identify strengths and weaknesses relative to achieving them. These **program and service reviews** are the foundation of Weber State planning and often result in change initiatives intended to strengthen or improve.

Program and Service Review Guidelines

Program and service reviews are centered on goals or intended outcomes and are informed by (a) meaningful outcomes assessment, (b) analysis of demand trends and capacity, (c) relationship to mission core theme and supporting objectives, (d) relationship to division and university strategies, (e) assessment of the adequacy of equipment and technology, and (f) identification of physical

plant access or safety issues (if any). Developing ideas for improving outcomes or contributions to division and university objectives are specific goals of the program and service planning processes. Importantly, the faculty has a primary role in the review of academic programs and services.

Division Plan

Division vice presidents oversee the division planning processes in their areas of responsibility, maintaining alignment with university objectives and strategies. They update their **division plans** annually, combining information from the program and service reviews with current conditions, university objectives and strategies, and available funds. Division plans are the most dynamic components of the WSU PLAN, defining division highest priority objectives, strategies for achieving them, and large-scope change and investment initiatives. Division plans are vetted and coordinated by President's Council as necessary.

Division Plan Guidelines

Each division plan answers these questions:

- What is the Division planning process?
 - How does assessment drive Program or Service and/or Division planning?
 - How does assessment and planning affect resource allocation?
- How do Division Strategies relate to university objectives and strategies?
 - What are the Division's highest priority objectives?
 - What is the Division's strategy for achieving each of the highest priority objectives?
 - Through what activities (initiatives) will each of the strategies be implemented?
 - For each of the highest priority objectives, what outcome measure(s) will define success?

University Assessment

UNIVERSITY ASSESSMENT

- Outcomes assessment
- Conditions and Trends

Division Vice Presidents direct ongoing assessment of university performance on university mission core theme and supportive objectives and all aspects of university planning are informed and focused by achievement indicators for the objectives.

UNIVERSITY PLANNING
Strategies

President’s Council considers assessment results along with conditions affecting the university to set and update strategies for achieving university objectives and to guide near-term timing and budget allocation. Along with achievement of mission core theme and supporting objectives, these strategies are published in the WSU PLAN and inform all aspects of division planning.

Vision

President’s Council is also charged with maintaining broad and long-term vision for the university, an idealized, compelling extension of the WSU mission and core theme concepts into the future. University and Division strategies are informed by vision and are crafted to evolve the institution toward it.

The vision, mission, mission core theme objectives, supporting objectives, and university strategies are planning tools used to focus institutional resources across the divisions toward improvement of the university. All aspects of planning are influenced by these tools.

President’s Council and University Planning Council regularly monitor internal and external environments to determine how and to what degree changing circumstances may impact the mission and ability to fulfill the mission. Updated in concert with the accreditation cycle, the WSU PLAN includes an assessment-based Institutional Review, consisting of:

- Institutional Review**
- Mission Fulfillment
 - Adaptive Capability
 - Resources & Capacity
 - Operational Effectiveness
 - Assessment
 - Planning effectiveness
 - Core Theme Objectives

- An analysis of the extent of mission fulfillment based on achievement of mission core theme objectives.
- An analysis of the mission core theme objectives to maintain their appropriateness to the mission of the university as well as an analysis of ability to adapt the mission, core themes, and programs and services as necessary, to accommodate changing and emerging needs, trends, and influences to ensure enduring institutional relevancy, productivity, viability, and sustainability.
- An analysis of the adequacy of resources, capacity, and effectiveness of operations to sustain ongoing potential to fulfill mission, accomplish mission core theme objectives, and achieve the intended outcomes of all core theme programs and services.
- An analysis of assessment processes and methods to ensure they appraise authentic achievements and yield meaningful results that lead to improvement, including an analysis of the extent to which results of core theme assessments and programs and services assessment are: a) based on meaningful institutionally identified indicators of achievement; b) used for improvement by informing planning, decision making, and allocation of resources and capacity; and c) made available to appropriate constituencies in a timely manner.
- An analysis of the cycle of planning, practices, resource allocation, application of institutional capacity, and assessment of results to ensure their adequacy, alignment, and effectiveness. Results of the review are used to make changes, as necessary, for improvement.

Other elements of the Comprehensive Planning Process and WSU PLAN

[Below is a faithful restatement of specific NWCCU planning standards applicable to the Information Technology, Administrative Services, and Academic Affairs Divisions.]

Information Technology Planning - Consistent with the mission and characteristics of Weber State, the planning process results in adequate technology systems and infrastructure to support its management and operational functions, academic programs, and support services, wherever offered and however delivered. The planning process includes development, implementation, and regular reviews of the technology update and replacement plan to ensure the technological infrastructure is adequate to support operations, programs, and services, including appropriate instruction and support in the use of technologies. The Information Technology Advisory Committee provides input from technology support staff and operations, programs, and services users.

Financial Resources Planning - Resource planning and development includes realistic budgeting, enrollment management, and responsible projections of grants, donations, and other non-tuition revenue sources.

Capital budgets reflect university mission and core theme and strategic objectives and relate to plans for physical facilities and acquisition of equipment. Long-range capital plans support the university mission and objectives and reflect projections of the total cost of ownership, equipment, furnishing, and operation of new or renovated facilities.

Physical Facilities Planning - Consistent with university mission, objectives, the long-range educational plan, and financial plans, planning process results in a facilities master plan which is reviewed regularly and guides physical development. The planning process leads to physical facilities that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning and working environments that support mission, programs, and services.

Equipment Acquisition and Replacement - Equipment planning ensures that equipment is sufficient in quantity and quality and managed appropriately to support institutional functions and fulfillment of mission, accomplishment of core theme and strategic objectives, and achievement of goals or intended outcomes of programs and services.

Emergency Preparedness Planning - The WSU PLAN includes emergency preparedness and contingency planning for continuity and recovery of operations should catastrophic events significantly interrupt normal institutional operations.

Library Planning - Planning for library and information resources is guided by data that include feedback from affected users and appropriate library and information resources faculty, staff, and administrators. The planning process includes regular and systematic evaluation of the quality, adequacy, utilization, and security of library and information resources and services, including those provided through cooperative arrangements, wherever offered and however delivered.

Academic and Learning Support Planning - The assessment process includes effective, regular, and comprehensive system of assessment of student achievement, that students who complete educational courses, programs, and degrees, wherever offered and however delivered, achieve identified course, program, and degree learning outcomes. Faculty with teaching responsibilities are responsible for evaluating student achievement of clearly identified learning outcomes. Results of the assessment of student learning inform academic and learning-support planning and practices that lead to enhancement of student learning achievements. Results of student learning assessments are made available to appropriate constituencies in a timely manner.

Testing the Weber State Planning Process against the NWCCU Standards

[Below is a faithful restatement of the NWCCU planning standards. The WSU Comprehensive Planning Process needs to render all of these statements true.]

Overview - Weber State engages in ongoing, participatory planning that provides direction for the institution and leads to the achievement of the intended outcomes of programs and services, accomplishment of mission core theme and strategic objectives, and fulfillment of mission. The resulting plans and planning documents are published in the WSU PLAN and reflect the interdependent nature of operations, functions, and resources.

The planning process leads to plans that are implemented and evident in relevant programs and services, in resource allocation, and in the effective application of institutional capacity. Importantly the planning and implementation processes are sufficiently flexible to be able to address unexpected circumstances that have the potential to impact ability to fulfill mission and achieve objectives. The WSU PLAN articulates priorities and guides decisions on resource allocation and application of institutional capacity.

Pursuit of mission core theme and strategic objectives - Planning for the achievement of mission core themes is consistent with the WSU Comprehensive Planning Process and guides the selection of programs and services to ensure they are aligned with and contribute to accomplishment of the core theme objectives. All planning processes are informed by the collection of data that are analyzed and used to evaluate accomplishment of the mission core theme objectives and extent of mission fulfillment. Data related to clearly defined indicators of achievement are regularly and systematically collected, analyzed, and formulate evidence-based evaluations of the achievement of core theme objectives. Assessment data is meaningful, assessable, and verifiable, whether quantitative or qualitative as appropriate to achievement.

Pursuit of program and service objectives - Planning for programs and services is informed by the collection of data that are used to evaluate achievement of the goals or intended outcomes of those programs and services and faculty have a primary role in the evaluation of educational programs and services. Planning for mission core theme programs and services guides the selection of contributing components of those programs and services to ensure they are aligned with and contribute to achievement of the goals or intended outcomes of the respective programs and services.

Alignment of programs and services with university objectives - In a holistically manner, the alignment, correlation, and integration of programs and services are evaluated with respect to accomplishment of mission core theme and strategic objectives.

Meta analyses of adaptive ability, resources, capacity, and assessment & planning processes - Updated in alignment with the accreditation cycle, the WSU PLAN includes an assessment-based Institutional Review, consisting of

- An analysis of the university's ability to adapt the mission, core themes, programs, and services as necessary, to accommodate changing and emerging needs, trends, and influences to ensure enduring institutional relevancy, productivity, viability, and sustainability.
- An analysis of the adequacy of resources, capacity, and effectiveness of operations to sustain ongoing potential to fulfill mission, accomplish the core theme objectives, and achieve the intended outcomes of all programs and services.
- An analysis of assessment processes and methods to ensure they appraise authentic achievements and yield meaningful results that lead to improvement.

- An analysis of the extent to which results of core theme assessments and results of assessments of programs and services are: a) based on meaningful institutionally identified indicators of achievement; b) used for improvement by informing planning, decision making, and allocation of resources and capacity; and c) made available to appropriate constituencies in a timely manner.
- An analysis of the cycle of planning, practices, resource allocation, application of institutional capacity, and assessment of results to ensure their adequacy, alignment, and effectiveness. Results of the review are used to make changes, as necessary, for improvement.