EDUCATIONAL PLANNING MODELS

EdM 405 – Educational Planning
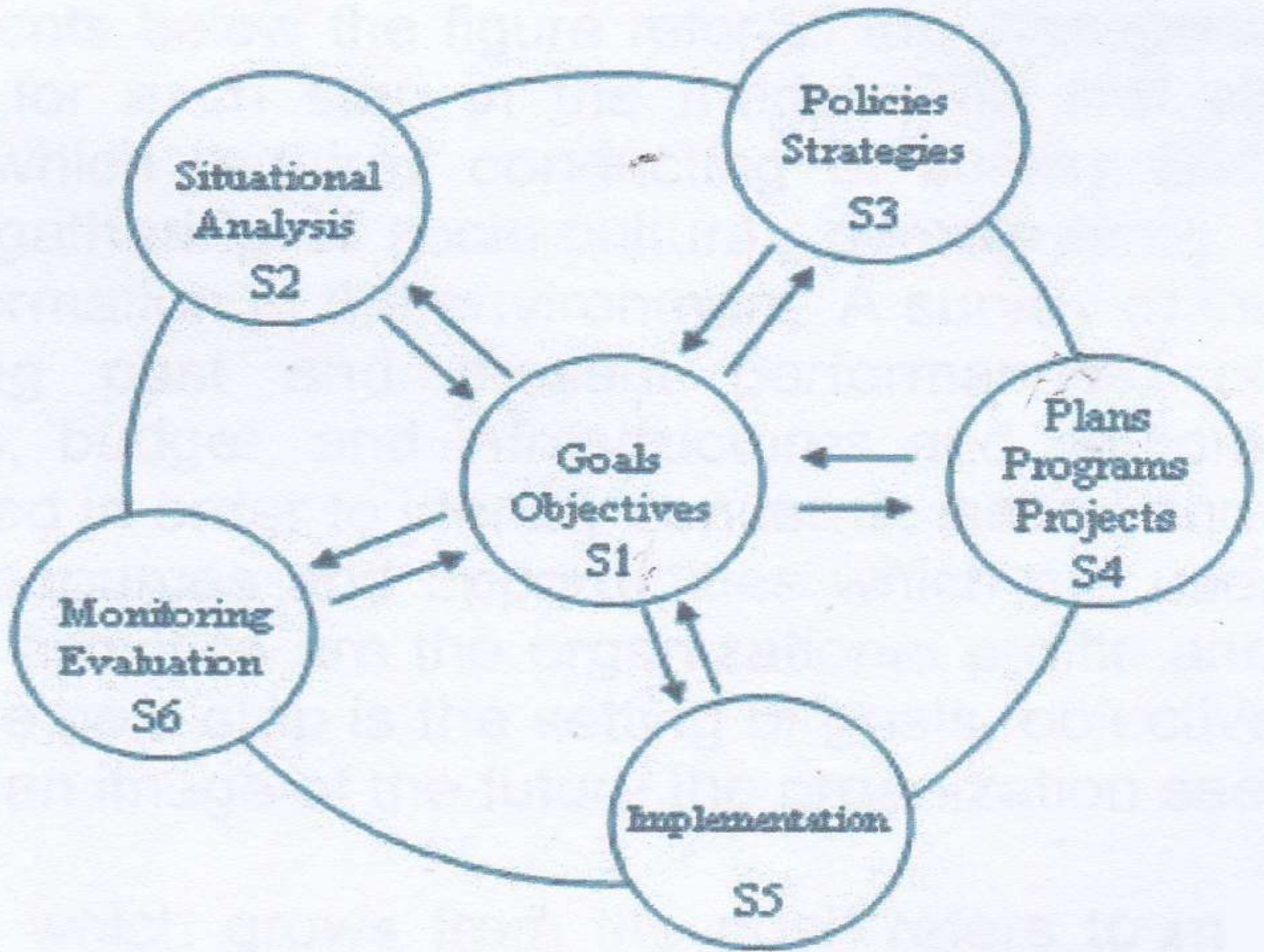
Reporter: Chinly Ruth T. Alberto
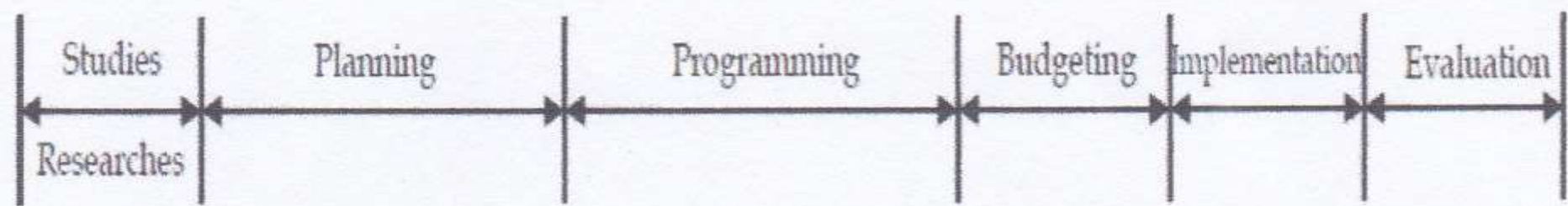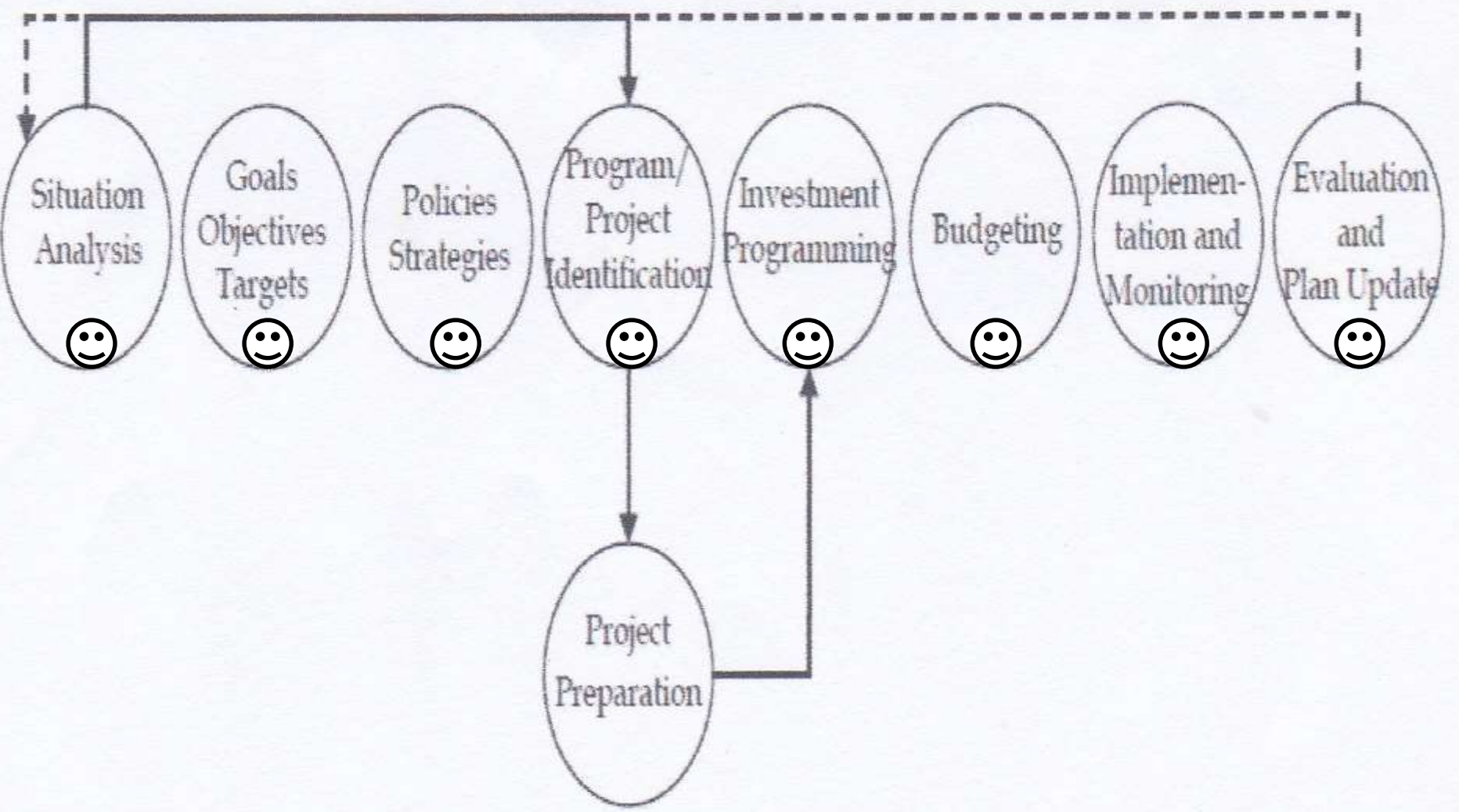
What is a process?

→series of steps followed in doing an activity

→can be illustrated in graphical or symbolic terms

Planning Process Model

→supplies guidance in what ought to be done in practice

→dictates explicitly what people ought to do (act accordingly, behave rationally & ascertain successful completion of process of activities)

Situation Analysis · Goals Objectives Targets · Policies Strategies · Program/ Project Identification · Investment Programming · Budgeting · Implementation and Monitoring · Evaluation and Plan Update

Project Preparation

| Studies Researches | Planning | Programming | Budgeting | Implementation | Evaluation |

Situational Analysis

- requires conducting of survey and research studies

- survey calls for gathering of socio-cultural, demographic, economic, physical, and natural data and information in the environment

- survey indicating past and present performances, programs and project, manpower resources, budget, infrastructures and equipment

- Data (analyzed and used as input for planning)

Setting of Goals, Objectives, & Targets

- *Goal* –a broad statement of an image of the future the organization seeks to achieve
- *Objective* –medium-range expectation which is pursued to satisfy the goal
- *Target* –most specific statement of purpose which is simple, measurable, time bound, and achievable

Policy Statements & Strategies

- once goals, objectives, and targets are crafted, more specific policy statements and strategies are framed for each of the areas of concern (social, economic, physical, political, and administration)

- integration of these to a framework plan for a particular period serves as guide to the organization

Programs & Projects

- identified to effectively channel resources to development programs and projects considered strategic in the overall attainment of goals

Prioritization of Programs & Projects

- determined & done through the conduct of feasibility studies

Budgeting

- the costing of priority programs and projects

Implementation & Monitoring

- *Implementation* –actual carrying out of funded programs and projects by concerned offices and individuals of the organization

- Programs and projects are *monitored* to find out if they are implemented according to the plan. Otherwise, corrective measures should be readily instituted to put back the project on track
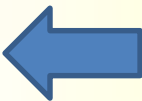
Evaluation & Plan Update

- Results, in terms of outputs, after a year of implementation, and outcomes after about 4-5 years of implementation, in terms of effects and impacts, are *evaluated*

- These outputs and outcomes discussed with managers and planners for decision-making and updating the plan

Bell's Strategic Planning Model

- developed by Northwest Regional Education Laboratory in cooperation with Oregon Education Coordinating Council

- purpose: to increase both intra-system and inter-system planning effectiveness

STRATEGIC PLANNING
Phase 1

TACTICAL PLANNING
Phase 2

OPERATIONAL PLANNING
Phase 3

INFORMATION SYSTEM

NEEDS ID

PROBLEM DEFINITION

PROBLEM ANALYSIS

PROGRAM SELECTION

GENERATE ALTERNATIVE STRATEGIES

PROGRAM DESIGN

PROGRAM IMPLEMENTATION

PROGRAM MONITORING AND EVALUATION
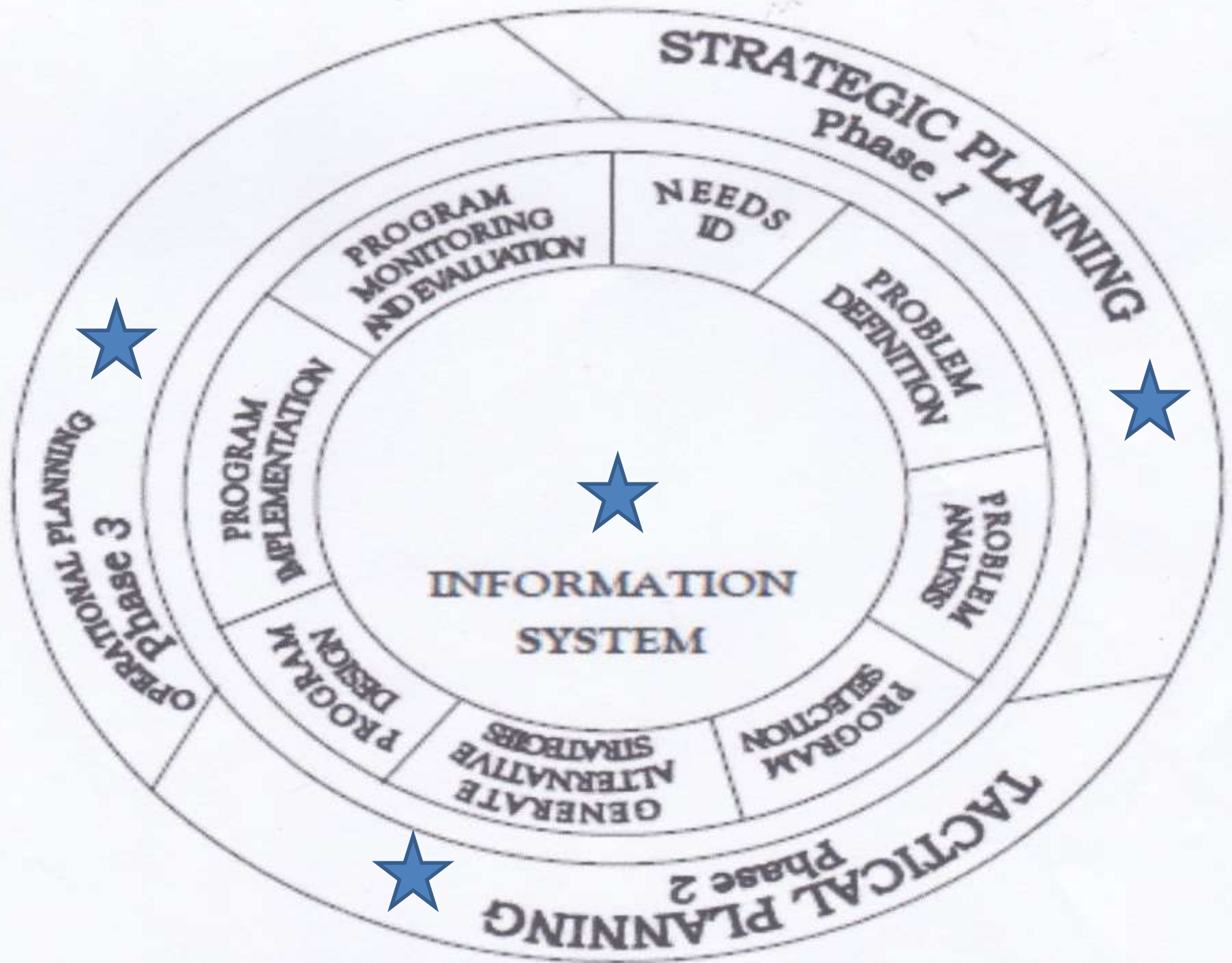
Strategic Planning

- identification of problems

- definition of policy objectives

- assignment of institutional roles and resources

Tactical Planning

- transforms policy objectives and general allocation of resources into selection of programs

- identification of alternative strategies

- developing specific program designs for action

Operational Planning

- *control or action* ensures that performance proceeds according to plans, as well as monitors and evaluate results

- Program implementation, monitoring, and evaluation
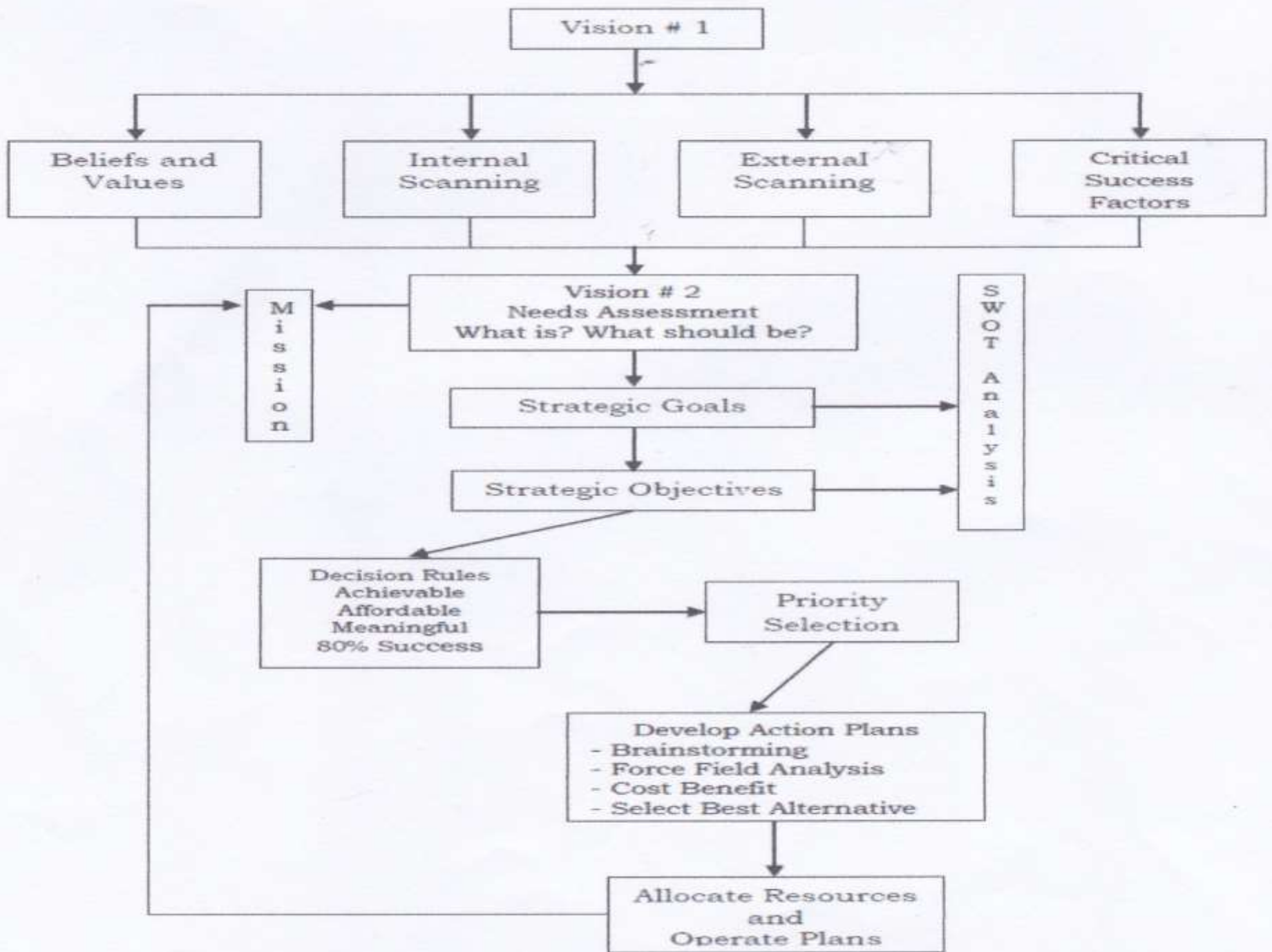
Information System

- takes care of all data and information gathered and used as feedback in decision-making and planning process
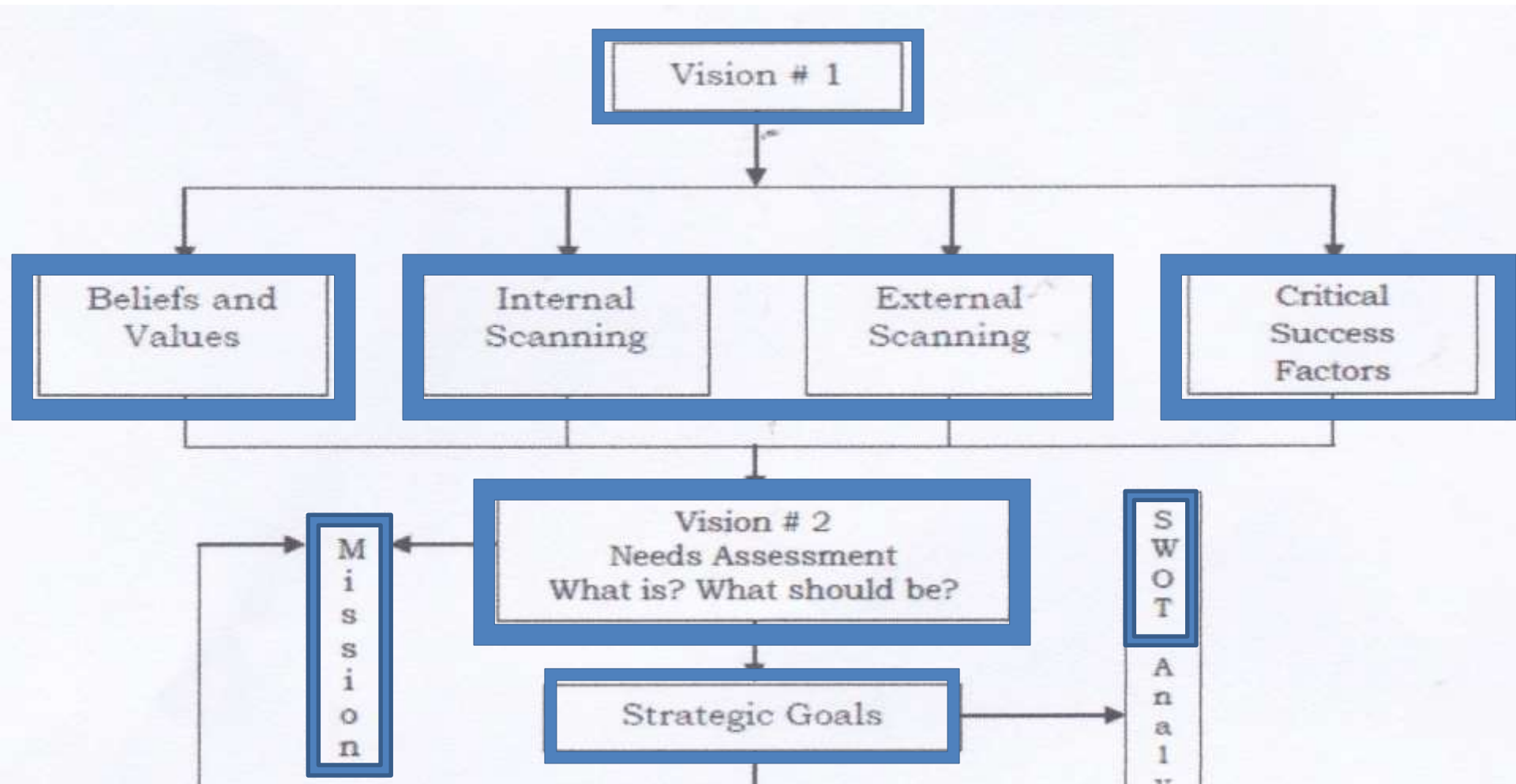
Herman's Strategic Planning Model

- focuses on a school as the frame of planning reference

```
                          ┌─────────────────┐
                          │   Vision # 1    │
                          └────────┬────────┘
                                   │
        ┌──────────────┬───────────┼───────────┬──────────────┐
        ▼              ▼           ▼           ▼              ▼
┌──────────────┐ ┌──────────────┐   ┌──────────────┐ ┌──────────────┐
│ Beliefs and  │ │  Internal    │   │  External    │ │  Critical    │
│   Values     │ │  Scanning    │   │  Scanning    │ │  Success     │
│              │ │              │   │              │ │  Factors     │
└──────────────┘ └──────────────┘   └──────────────┘ └──────────────┘
        │              │                    │              │
        └──────────────┴──────────┬─────────┴──────────────┘
                                   ▼
┌──────┐   ┌──────────────────────────────────────┐   ┌──────────┐
│ M    │◄──│            Vision # 2                 │   │ S        │
│ i    │   │        Needs Assessment               │   │ W        │
│ s    │   │   What is? What should be?            │   │ O        │
│ s    │   └──────────────────┬───────────────────┘   │ T        │
│ i    │                      ▼                        │          │
│ o    │   ┌──────────────────────────────┐           │ A        │
│ n    │   │        Strategic Goals        │──────────►│ n        │
└──────┘   └──────────────────┬───────────┘           │ a        │
   ▲                          ▼                        │ l        │
   │       ┌──────────────────────────────┐           │ y        │
   │       │     Strategic Objectives      │──────────►│ s        │
   │       └──────────────────┬───────────┘           │ i        │
   │                          ▼                        │ s        │
   │   ┌──────────────────────┐                        └──────────┘
   │   │ Decision Rules       │        ┌──────────────┐
   │   │   Achievable         │        │   Priority   │
   │   │   Affordable         │───────►│   Selection  │
   │   │   Meaningful         │        │              │
   │   │   80% Success        │        └──────┬───────┘
   │   └──────────────────────┘               ▼
   │                          ┌──────────────────────────────┐
   │                          │    Develop Action Plans       │
   │                          │    - Brainstorming            │
   │                          │    - Force Field Analysis     │
   │                          │    - Cost Benefit             │
   │                          │    - Select Best Alternative  │
   │                          └──────────────┬───────────────┘
   │                                         ▼
   │                          ┌──────────────────────────────┐
   └──────────────────────────│     Allocate Resources        │
                              │           and                 │
                              │       Operate Plans           │
                              └──────────────────────────────┘
```

A. Strategic Planning

Vision # 1

a. Beliefs and Values

b. Environmental Scanning: Internal & External

c. Critical Success Factors

Beliefs and Values

- creation & consensus of vision by school leaders and stakeholders
- role of school is considered in mega, macro, & micro environments
- the planners are able to situate where they are and core values and beliefs of school leaders & stakeholders are identified for incorporation into vision

Environmental Scanning

- internal & external

- generated data and information would provide the present state of school and obtaining conditions, the environment would dictate which are facilitative and impediments in the attainment of the preferred ideal vision

Critical Success Factors

- if it enhance the attainment of the desired future vision, it will be retained

- if it hinder it, it will be eliminated

Vision # 2

- Mission Statement

- Strategic Goals

- SWOT Analysis

(because of so much data & information)

Mission Statement

- consider the major role of the school in the mega, macro, and micro environments

Strategic Goals

- consider the major role of the school in the mega, macro, and micro environments

SWOT Analysis

- data gathered laid out in 2x2 table to analytically determine which enhance or impede the attainment of the preferred ideal vision

- **S**trengths & **O**pportunities (further built upon and capitalized on)

- **W**eaknesses & **T**hreats (remedied or eliminated)

B. Tactical Planning
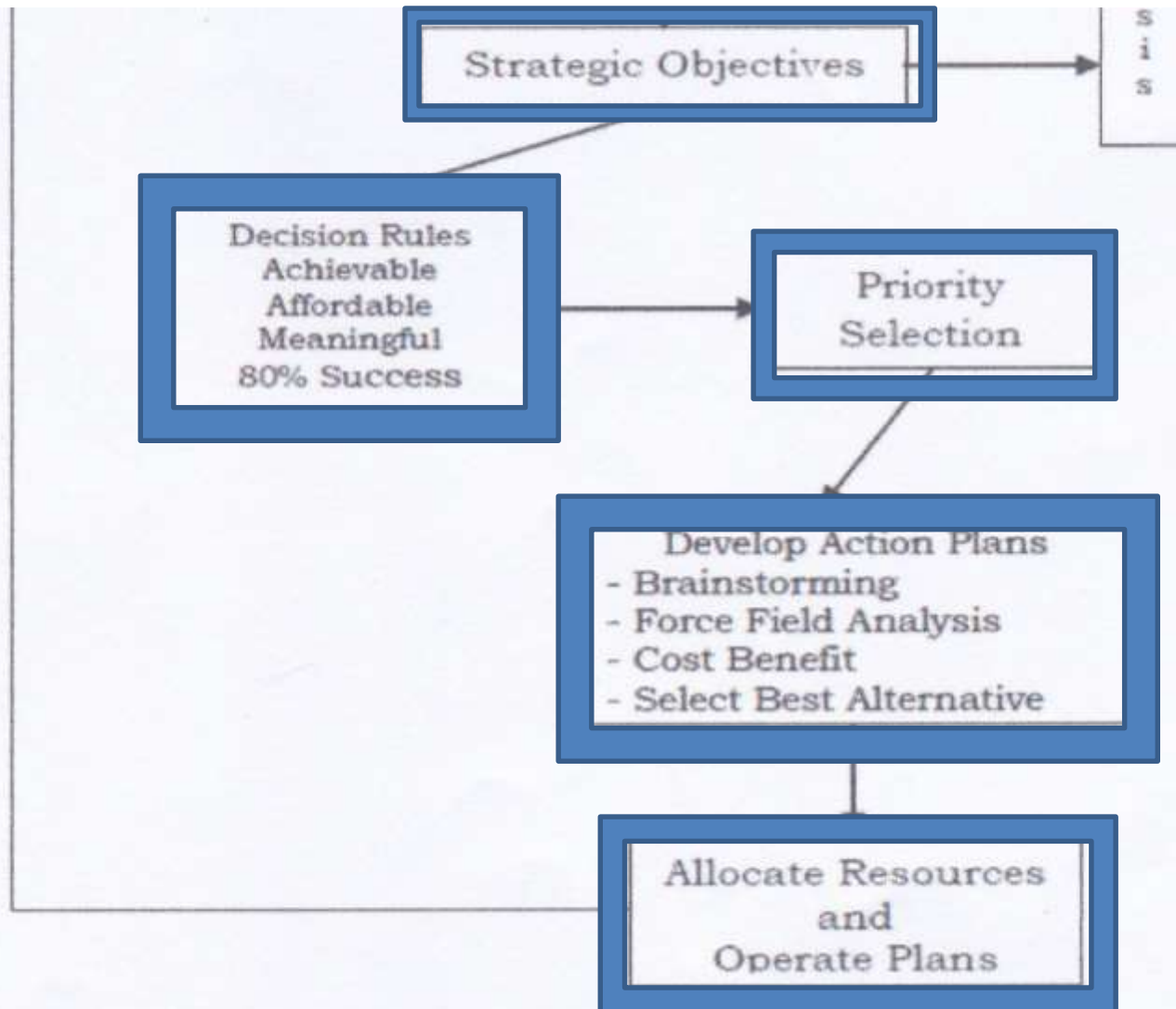
Strategic Objectives

- formulation of specific objectives for every goal that has been framed

Decision Rules

- prioritization of objectives undertaken with the use of a commonly-agreed upon set of decision rules

Priority Selection

- objectives are prioritized

Develop Action Plans

- plans are subjected to testing or analysis to determine the best alternative strategies

- testing involves the use of brainstorming, force field analysis, cost-benefit & cost-effective analyses

Allocate Resources & Operate Plans

- allocation of resources to the best alternative plans and strategies

- implementing & monitoring them and finally evaluating the results
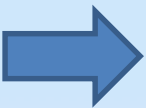
Kaufman's Strategic Planning Model

- systems framework model by Kaufman
- model has undergone extensive improvements during the last 2 decades
- initially presented in systems analysis of 6 steps
- *Organization Elements Model (OEM)* – systems framework of 4 major clusters of 13 steps & improved into 3 major clusters of 12 steps

Scoping

MICRO
MACRO
MEGA
Ideal Vision

Identify and Select Needs

Define Current Mission

Derive Mission Objective

Strategic Planning

Identify

Planning

Derive Long and Short-Term Missions

Derive Strategic Plans

Implementation & Continuous Improvement

Derive Tactical and Operational Plans

Make/Put/Obtain Resources

Revise/Improve As Required

Implement

Continuous Improvement Formative Evaluation

Determine Effectiveness/ Efficiency
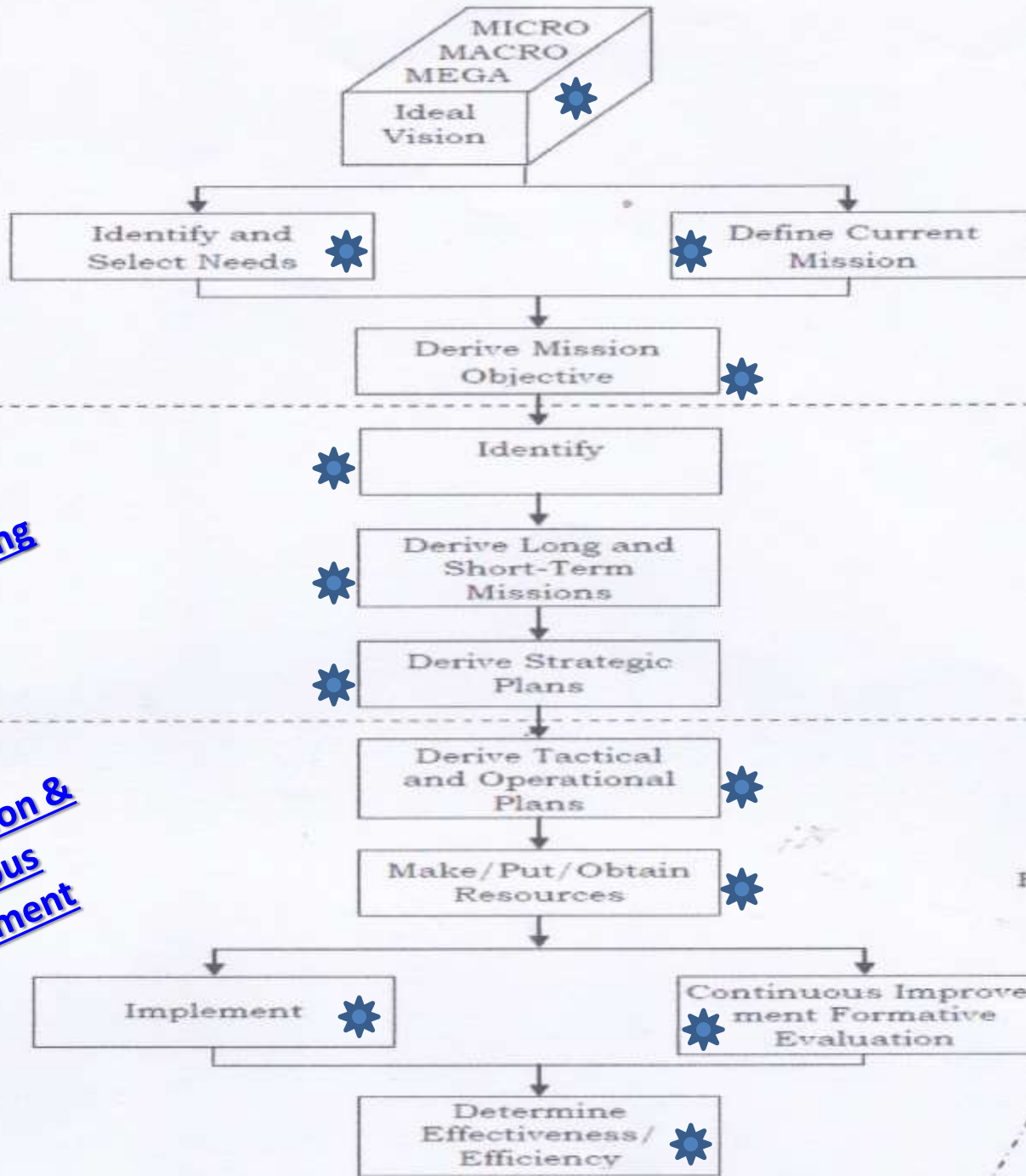
Tactical Planning

A. Scoping

- Ideal Vision
- Identify and Select Needs
- Define Current Mission
- Derive Mission Objective

Ideal Vision

- Identification of preferred ideal vision in the mega, macro, and micro perspectives

Identify & Select Needs

- Identification of values & beliefs and data gathering on the internal organization and external environment

- Inputted in the continuous improvement of formulating the ideal vision

- Critical success factors are determined to guide educational partners in planning and thinking process of the strategic planning phase

Define Current Mission

- Framed ideal vision dictates the elements of the mission of the organization which commits to deliver and contribute to that vision

- *Mission* –broad description of purpose

Derive Mission Objective

- Should be based on the mission, and mission on the vision

- State both where the organization is headed and the precise criteria for determining accomplishments

B. Planning

- Identify SWOT
- Derive long and short-term Mission
- Derive Strategic Plan

Identify SWOT

- Analysis of identified Strengths, Weaknesses, Opportunities, and Threats (SWOT) becomes the organizational barometer indicating the organizational & environmental factors that enhance or impede the attainment of the specific objectives

Derive long & short-term mission

- Based on the SWOT, long and short-term missions (targets) are derived

Derive Strategic Plan

- Developed through the conduct of function and system analysis

- Results are in the form of products designed to attain the objectives

C. Implementation & Continuous Improvement

- Derive tactical & operational plans
- Make/buy/obtain resources
- Implement
- Continuous improvement/ formative evaluation
- Determine effectiveness & efficiency
- Revise/improve as required

Derive Tactical & Operational Plans

- Method-means analysis
- Analysis identifies possible ways and means for the for doing and undertaking products, tasks, and outputs

Make/ buy/ obtain resources

- Once products and different means are completed, funds and resources are allocated

Implement

- Tasks and products are implemented

- Ascertainment of successful plan implementation requires developing of structures within the organization, installing a Management Information System (MIS), and a monitoring system

Continuous Improvement/ Formative Evaluation

- After a short period of time, formative evaluation is undertaken to determine whether or not outputs approximated the stated objectives and mission

Determine Effectiveness & Efficiency

- Conduct of summative evaluation determines the levels of efficiency & effectiveness of the outputs maturing into outcomes

Revise/ Improve as Required

- Outputs & outcomes serve as inputs to revise if not improve the strategic & tactical planning process

Franco Planning Model

- Florencio Arica Jr., who has worked with Dr. Franco notes that this model has been the subject of countless variations in many educational planning exercises in schools, universities, educational agencies & foundations, both public & private.

1. Analysis of the external environment

- Students or learners
- Forces for change in the working environment of the school
- Opportunities for consortia with other institutions

Result: What programs/ services we might do, expand, try or drop

2. Clarity of vision, mission & values analysis for change

- Legal mandate
- Vision & Philosophy
- Mission/ Values System
- Organizational culture & lifestyle

Result: What we want to do

3. Analysis of the internal organization

- Human & non-human resources
- Programs, services & projects
- Accomplishments & outputs over the years

Result: What we can do & cannot do

4. Long-term decisions on strategic issues & strategies for institution

- Addressing the main issues
- Clarity of vision, mission statement, strategy, and goals & objectives
- Formulation of programs, projects & activities
- Preparation of detailed work plans, schedules & budgets
- Targeting of outputs & results and their proper monitoring & evaluation

Result: What we should do

Arica points out that it doesn't mean that everything must fit –sometimes stretching & flexibility are needed to make sure the university **can do** what it **wants to do** or it **might do something about**, resulting hopefully in the best things **it should do**.

"Stretch, flexibility, adjustments, not exactly all fit." –Franco's continuing reminder