



COLLEGE FOR  
FINANCIAL PLANNING®  
A **KAPLAN** COMPANY

**50 Strong, 5 Ahead**

**Academic Affairs Strategic Plan**

**2022-2027**

# Introduction

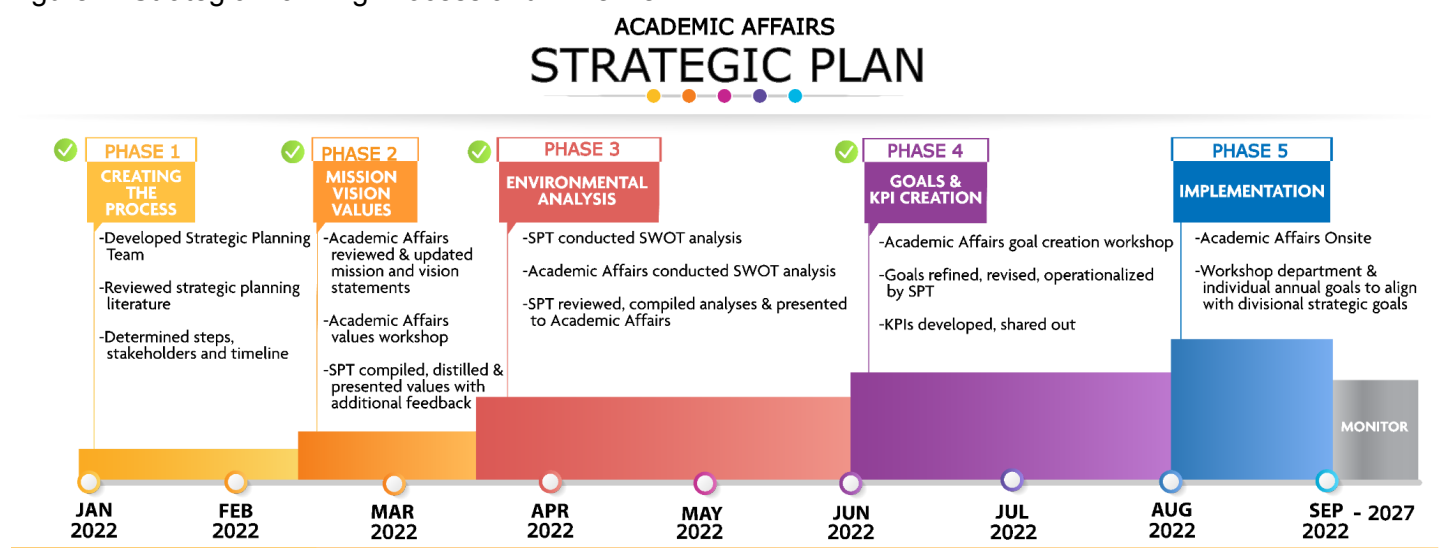
The College for Financial Planning is celebrating its 50th anniversary this year, and there is no better time to take stock of the last 50 years, our accomplishments, our identity, and what our next 50 years will look like. The world has changed dramatically in the past 50 years, often at a rapidly accelerating pace. This has meant changes in the market and in the needs and expectations of financial planners' clients, and thus in the needs of our students and the demands on us as educators. We were on the cutting edge of online education as it emerged, and as a result we have been able to develop education tailored to industry demand. With this mindset, we know that we need to remain innovative, nimble, and responsive in order to continue to serve our students and all our stakeholders. There is no better process than strategic planning to take stock of where we are, where we want to go, and how we will get there.

## Strategic Planning Process

Academic Affairs followed a multi-phased, collaborative approach to developing our 2022-2027 Strategic Plan (Figure 1). The Provost Leadership Team, made up of the Provost, Deans, Registrar, Director of Academic Assessment, and Academic Affairs Coordinator, served as the Strategic Planning Team (SPT). This team began with background research on strategic planning and investigation of the processes of a variety of other institutions of higher education. They then held division-wide workshops designed to update the divisional mission, vision, and values, followed by sessions conducting analysis of strengths and weaknesses, threats and opportunities; developing and fine-tuning divisional goals; and finally, sessions discussing how departmental and individual goals align with those of the division.

Each of these steps welcomed participants from across Academic Affairs (AA), and were part of an iterative process gathering input and analysis from the division, organizing and distilling the information for the division to then provide feedback and further adjustments. After the incorporation of feedback, the SPT codified each component of the plan, as detailed below.

Figure 1. Strategic Planning Process and Timeline



# Academic Affairs Vision, Mission, and Values

## Vision Statement

Our vision is to build a leading community of educators and learners committed to excellence in the financial services profession.

## Mission Statement

We empower our diverse stakeholders to strategically develop and deliver premier student-centered education and cutting edge research in order to advance the field of financial planning and enable our students to make a difference in their clients' lives.

## Values

We pursue our mission guided by our shared values:

- **Student Focus.** Our students' success is our priority, and drives our decision-making. This is reflected in the intentional way in which we communicate with our students; interactions with our students; our consideration of student feedback and scholarly research in the design of our programs, courses and materials; and the policies we employ to secure students' rights.
- **Excellence.** We are committed to providing quality education and service to all our stakeholders. We strive to identify and implement content and educational delivery methods recognized in the industry as the gold standard for financial services education.
- **Respect.** We create an inclusive environment that builds trust by recognizing the value and contributions of every individual. We honor the academic freedom of our faculty.
- **Integrity.** We expect our faculty and staff, students, clients, and partners to act ethically. In all we do, we model and teach the highest ethical standards in academia and industry, and ensure our students can carry those standards with them into their professional lives.
- **Innovation.** We respond to the changing needs and demands of our community through innovative programming and teaching. We listen to and anticipate the needs of faculty and students in academia and professionals in the financial planning industry, and adapt our programs, courses, and strategies to meet students', clients', and prospective employers' needs.
- **Research.** We enrich our programs and disciplines through meaningful research, and cultivate a scholarly environment in which we and our students can flourish academically and professionally. We share our research with the academic community and beyond, presenting and publishing to ensure the flourishing and awareness of our discipline.
- **Passion.** We are passionate about our students, colleagues, community, and industry, and know the work we do is meaningful and makes a difference.

# ACADEMIC AFFAIRS STRATEGIC GOALS

The Academic Affairs strategic plan is supported by four pillars: student achievement and success; excellence, innovation, and growth; organizational effectiveness and health, and diversity, equity, and inclusion (see Figure 2, below). Each pillar is defined by a set of key performance indicators (KPI) that will be measured throughout the strategic plan period. In the following sections, each pillar is defined and KPIs are illuminated.

Figure 2: Academic Affairs Strategic Pillars and Goals



# **Implementation and Monitoring**

Implementation of the strategic plan begins with ensuring that the entire College community is aware of Academic Affairs' goals and understands their importance. To that end, the Strategic Planning Team (SPT) has developed targeted communications for stakeholders within the College community, including the Board, President, Student Services, KNA, and of course our students and the general public.

Additionally, a plan cannot be implemented at a divisional level without the work of the departments and individuals within. To accomplish this, the SPT has established guidance and will workshop S.M.A.R.T. goal alignment for teams throughout Academic Affairs at the launch of the plan in September of 2022. Simultaneously, departments, committees, and individual faculty and staff have been tasked with developing departmental and individual goals in alignment with AA KPIs (Figure 2).

Figure 2. Alignment of individual, departmental, and divisional goals with the larger values, mission and vision of Academic Affairs.



The Office of Institutional Research and Effectiveness (OIRE) will prepare and deliver semiannual reports to the SPT and all of Academic Affairs via a dashboard indicating progress on our KPIs. Committees within Academic Affairs will report on KPI progress at the quarterly committee chair meetings; faculty and staff at mid-quarter check-ins, midpoint, and end-of-year reviews; and departments at regular occurring department meetings.

## **Moving Ahead**

We are proud of the work we have accomplished over the past 50 years. In keeping with our tradition of collaboration at the College, faculty, staff, and administration came together and participated in the development of this plan. It guides our decisions, invigorates our innovations, and charts a course for the College for years to come.