

LMC Educational Master Plan Glossary

Educational Master Plan

The Educational Master Plan outlines the organization's broad direction for the future, clarifies its purpose, identifies the areas that need attention, and prioritizes the work required to accomplish its purpose. The strategic plan typically applies across a three to five-year period and establishes the overarching initiatives or objectives to be undertaken.

Educational Master Planning Nomenclature

I. Mission, Values, Vision

Mission Statement	A comprehensive statement of the purpose of the organization. It explains in one or two sentences what the institution seeks to accomplish, why it exists, and what ultimate result should be expected. Language in the mission statement is usually expressed using verbs in the infinitive (to increase, to improve, etc.) and also should identify any problems or conditions that will be changed
Values	Statement that explains what characteristics the institution stands for and the way in which it intends to conduct its activities.
Vision	An institution's clear description of what it intends to become within a certain timeframe, which frames the length of the strategic plan. Vision statements contain the specific characteristics or features that will define the organization in its future state. While the vision statement is used to motivate and inspire, it is understood to define an achievable future state.

II. Analysis

Environmental Scan	Information collected to identify trends and issues that inform institutional discussions focused on the future, which informs the organization's vision and identify the broad strategic objectives that will become the framework for a plan to achieve the mission and vision. Both internal and external scans are critical to developing a unified view of the future, which informs goals and objectives while also identifying resources will likely be needed to move forward.
Gap Analysis	Procedure to assess the "gap" between the institution's current status and the specific features of the vision. It also identifies what actions need to be taken to close the gap.
SOAR Analysis	SOAR (Strengths, Opportunities, Aspirations, and Results) uses appreciative research to direct the institution towards what is already known. As such, the output of a SOAR Analysis contains a series of actions that capitalize on the strengths and opportunities. In doing so, the institution can strive for ambitions shared by the entire organization; in measurable results. This provides the

information needed to conduct the gap analysis that informs the strategic plan.

Thematic Analysis Thematic analysis is a method of analyzing qualitative data, such as reports, written texts, interview transcripts, focus group records, or survey comments; it explores explicit and implicit meaning within the text, as opposed to counting words.

III. Plan Structure (In General, Hierarchical Order)

Themes Broad, high-level topics, ideas and patterns of meaning that come up repeatedly in a thematic analysis. Ultimately, themes inform planning goals.

Goals A specific, observable, measurable accomplishment to be achieved at some point in the future, which supports the achievement of long-range, strategic institutional initiatives.

SMART Goals Acronym for goals that are: specific (e.g., who, what, when, why), measurable (i.e., metrics can be applied to measure progress), achievable (i.e., attainable), relevant (i.e., makes sense given broader strategic initiatives or institutional mission and goals), timebound (i.e., realistic start and finish dates).

Objectives Concise, specific statements describing actionable and measurable things an organization must do in order to accomplish its goals. Objectives often begin with action verbs (e.g., increase, reduce, improve, achieve, develop).

Strategy Describes how the objectives will be achieved; must be specific, measurable, achievable, reviewable, and time bound.

Actions Specific step by step activities that will result in the accomplishment of your goals and objectives.

Outcomes The end result achieved after implementing planning processes.

Action Plan Identifies methods, resources, and/or processes for ensuring that actions are implemented. Normally include timelines (start and end for the process or activity), budget required to complete each task, process owner (assignment of responsibility), stakeholders required for each activity, milestones.