

Strategic Planning

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Overview

- Define the strategic planning process
- Explain steps to create and execute a strategic planning process
- Provide a common model that the entire institution can follow

Strategic Planning defined

A systematic process through which an organization agrees on, and builds commitment among key stakeholders to, priorities that are essential to its mission and are responsive to its environment.

-Allison & Kaye, 2005

A creative process for identifying and accomplishing the most important actions in view of organizational strengths, weaknesses, opportunities and threats.

- A.D. Chandler, 1962

A systematic way to manage change, create the best possible future, and guide the acquisition and allocation of resources to achieve priorities.

- Connelly, 2005

What is Strategic Planning?

- Process to establish priorities on what you will accomplish in the future
- Process of decision-making
- Process to foster collaboration and teamwork
- Broad outline on where resources will get allocated

What is the purpose of Strategic Planning?

- Align University goals with College goals which align with department/unit goals that are achieved over time
- Communicate to everyone what is most important
- Offset excessive inward and short-term thinking
- Facilitate achieving the organization's vision and improve performance

Simple Strategic Planning Model

Interests + Environment = Strategy

Where...

Interests = what the organization wants to achieve

Environment = conditions influencing decisions

*Strategy = plan for achieving interests given
environmental opportunities and limitations*

Fundamental Questions to Consider

- Where are we now? (Current state)
- Where do we want to be? (Future state)
- How will we close the gap? (Strategic plan)
- How will we monitor our progress? (Metrics)

Prerequisites to Planning

- Senior leadership commitment
- Who will be involved in developing the plan?
- How will we develop the plan (process)?
- When is the best time to make the plan?

Vision to Action Triangle



Alignment of Vision to Action

*“A vision without a task is but a dream.
A task without a vision is a drudgery.
A vision and a task can change the world.”*
From a church in Sussex, England, c. 1730

A Six-Step Strategic Planning Process

1. Clarify purpose (Vision and Mission statement)
2. Strategic analysis (SWOC)
3. Determine Goals
4. Define Objectives
5. Develop specific action plans (Initiatives/Tactics)
6. Monitor and update the plan (Metrics and Targets)

Step 1: Vision Statement

- How the organization wants to be perceived in the future – what success looks like
- An expression of the desired end state
- Challenges everyone to reach for something significant – inspires a compelling future
- Provides a long-term focus for the entire organization

Example Vision Statements

A world without Alzheimer's disease. Alzheimer's Association

To accelerate the world's transition to sustainable energy. Tesla

To be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online. Amazon

We believe passionately in the power of ideas to change attitudes, lives and, ultimately, the world.

TED

Step 1: Mission Statement

- Defines why the organization exists – Who we are and what we do
 - Explains the stakeholders needs to be met
 - Describes the programs and services provided
 - Expresses the core values of the organization
- Should be brief and to the point
- Should be easy to understand
- Should convey the unique nature of your organization

Our Mission Statement

Statement of our purpose; why and for whom do we exist.

Alzheimer's Association

The Alzheimer's Association leads the way to end Alzheimer's and all other dementia — by accelerating global research, driving risk reduction and early detection, and maximizing quality care and support.

To create the most compelling car company of the 21st century by driving the world's transition to electric vehicles.

Tesla

We strive to offer our customers the lowest possible prices, the best available selection, and the utmost convenience.

Amazon

Spread ideas.

TED

Step 2: Strategic Analysis (SWOC)

Internal : Organizational resources, people, culture, systems, partnerships . . .



Strengths

Weaknesses

External : Social trends, technology, regulatory environment, economic cycles, partnerships...



Opportunities

Challenges

SWOC

Good Points

- Easy to Understand
- Applicable at any organizational level

SWOC

Possible Pitfalls

- Needs to be analytical and specific
- Be honest about your weaknesses

Strengths (Internal)

- Strengths – Those things that you do well
- Strengths can be tangible: Loyal stakeholders, high quality graduates, creative works, community service, etc.
- Strengths can be intangible: Good leadership, reputation, etc.

Weaknesses (Internal)

- Weaknesses – Those things that may prevent you from doing what you really need to do
- Since weaknesses are internal, they are within your control
- Weaknesses include: Inconsistent leadership, insufficient resources, low productivity, outdated technologies, lack of planning, etc.

Opportunities (External)

- Opportunities – Potential areas for growth and higher performance
- External in nature – marketplace, better economic conditions, etc.
- Timing may be important for capitalizing on opportunities

Challenges (External)

- Challenges can take a wide range – bad press coverage, shifts in student enrollment, new regulations, etc.
- Classify or assign probabilities to threats (high, moderate, low)
- The more accurate you are in identifying challenges , the better position you are for dealing with change

Step 3: Determine Goals

- Describe a future end-state – desired outcomes that support the mission and vision.
- Guide future direction in actionable terms
- Embed strategic focus into the organization – specific ownership of the goal should be assigned to someone within the organization.

Examples of Goals

Provide a premier undergraduate and graduate education that offers a global perspective.

Engage with our local and regional community and neighborhoods in ways that have an impact.

Increase the University's productivity and innovation in research, scholarship and creative activities.

Develop innovative programs that enhance student success.

Create workforce-development strategies and related partnerships across the public and private sectors.

Goal Development

- Goals should flow from the mission and vision
- Goals should promote higher levels of performance.
- Encourage broad participation in the development of goals, i.e. agreement from above and buy-in at the implementation level.
- Examine your strategic analysis – SWOC
- Limit to a critical few goals (five to eight)

Step 4: Define Objectives

- Relevant - directly supports the goal
- Compels the organization into action
- Specific enough so you can quantify and measure the results
- Simple and easy to understand
- Realistic and attainable
- Conveys responsibility and ownership
- Acceptable to those who must execute
- May need several objectives to meet a goal

Examples of Objectives

Develop a comprehensive enrollment management plan that serves as a foundation for quality undergraduate education.

Implement a faculty mentor program to promote junior faculty development.

Develop strategies to examine how our procurement and contracting services support local and minority-serving businesses

Enable our graduate programs to recruit, fund, and retain underrepresented minority graduate students.

Invest in infrastructure that promotes a thriving research and economic development enterprise.

END OF STRATEGIC PLANNING
START OF ACTION PLANNING

Vision to Action Triangle



Step 5: Develop Specific Action Plans

- Identify the specific steps that will be taken to achieve the objectives → Initiatives/Tactics
 - Each Initiative/Tactic has supporting a Action Plan attached to it
 - Action Plans are geared toward operations, procedures, and processes
 - They describe who does what, when it will be completed, and how the organization knows steps are accomplished

Action Planning

- Requires that you have answered the What, Who, How, and When questions related to the project or initiative that drives strategic execution
 - Initiative/Tactic ->What
 - Assign roles and responsibility -> Who
 - Detail all required steps and resources needed-> How
 - Establish a time frame to complete each step -> When
 - Develop a communication process (monitoring)

Step 6: Monitor and Update the Plan

- Measure milestones – key accomplishments at the action level.
- Measure the outcomes of your objectives.
 - Try to keep your measures one per objective.
 - May want to include lead and lag measures to depict cause-effect relationships
 - Define measures using a template to capture critical data elements
 - Establish a regular review cycle

Criteria for Good Metrics

Useful – Inclusive of several types of measure; designed to measure the most important activities of the organization

Reliable: Consistent

Accurate - Correct

Timely – Available when needed: designed to use and report data in a usable timeframe

Set Targets or Criteria

- For each measurement, you should have at least one target
- Targets should stretch the organization to higher levels of performance
- Incremental improvements over current performance can be used to establish your targets
- Targets put focus on your strategy
- When you reach your targets, you have successfully executed your strategy

Examples of Targets

Average Time to Process Applications	65 days Year 2016	60 days Year 2017	55 days Year 2019
Utilization Rate for Classrooms	90% for Year 2016	92% for Year 2017	95% for Year 2019
Training compliance	85% for Year 2016	90% for Year 2017	95% for Year 2019
Percent of campus with WIFI access	65% by 2 rd Quarter	75% by 3 th Quarter	90% by 4 th Quarter
Improvement in FTIC retention rates	70% by Year 2017	85% by Year 2025	87% by Year 2030

A Good Strategic Plan should . . .

- address critical performance issues
- create a balance between what the organization can do vs. what the organization is capable of
- cover a sufficient time period to close the performance gap
- be visionary – convey a desired future end state
- be flexible – allow and accommodate change
- guide decision making



Questions/Discussion