Dwight D. Eisenhower on planning -

“In preparing for battle I have always found that plans are useless, but planning is indispensable.”

“Plans are nothing; planning is everything.”
Alice: I was just wondering if you could help me find my way?
Cheshire Cat: Well that depends on where you want to get to.
Alice: Oh, it really doesn't matter ...
Cheshire Cat: Then it really doesn't matter which way you go.
“Strategic plans are worthless unless there is first strategic vision.”
Basic principle underlying participative management:

*What* comes down, and *How* comes up.
Benefits of Strategic Planning

- Clearly define the purpose of the organization and to establish realistic goals and objectives consistent with that mission in a defined time frame within the organization’s capacity for implementation.
- Communicate those goals and objectives to the organization’s constituents.
- Develop a sense of ownership of the plan.
- Ensure the most effective use is made of the organization’s resources by focusing the resources on the key priorities.
- Provide a base from which progress can be measured and establish a mechanism for informed change when needed.
- Bring together of everyone’s best and most reasoned efforts have important value in building a consensus about where an organization is going.
When Should Strategic Planning Be Done?

- When an organization is just getting started.
- In preparation for a new major venture, for example, leadership of a new President.
- At least once a year in order to be ready for the coming fiscal year (However, not all phases of strategic planning need be fully completed each year).
- Each year, action plans should be updated. The frequency of review depends on the extent of the rate of change in and around the organization.
Strategic Planning Models

- “Basic” strategic planning
- “Issue-Based” or “Goal-Based” Planning
- Alignment Model
- Scenario Planning
- Organic (or Self-Organizing) Planning
Strategic Planning Process (at a College level):

- Understanding the University’s Strategic Plan. Thorough understanding of the institution’s priorities.
- Development (or reaffirmation) of the purpose, mission, vision, and values statements of the college. This includes applying tests to the statements.
- Communication of these statements to all faculty and staff, soliciting questions of clarification and suggestions for improvement. This communication is face-to-face, with leadership presenting and listening.
- Development of a document that spells out the purpose, mission, vision, and values of the college.
Strategic Planning Process (continued):

Development of a communications plan that saturates the consciousness of everyone with the following:

- What business are we in and why?
- Where we are going?
- What we stand for as an organization?
- Environmental Scan (taking a wide look around)
- Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis)
Strategic Planning Process (continued):

Culture survey to establish a baseline against which change can be compared (Change management).
Strategic Planning Process (continued):

Develop priorities and goals for the college in light of the university strategic plan.

- Set Goals that are aligned with university goals.
- Develop strategic plans that are aligned with the university plans.

Methods:

- Educate staff about university’s goals and strategic plan.
- Examine college’s vision, mission, and values in light of university’s strategic plan.
- Goal-setting sessions held in all departments. Criteria for these goals include the following:
  - What we hope to accomplish
  - How this relates to the vision of the organization
  - How we will track progress
  (Note that these statements do not specify how they will attain their goals.)
Strategic Planning Process (continued):

Develop plans for achieving the college goals – “Work Plans” or “Action Plans”

Methods:
- Strategy sessions within each organizational unit to create action plans to accomplish the agreed-upon goals that are aligned with the university’s vision and plan:
- Who will do what, when, where, how, with what intent, and how results will be tracked.
- How the plan supports the realization of the organization's vision.
- Communication of plans to the leadership as commitment statements.
Strategic Planning Process (continued):

- Unit heads and staffs create unit-level strategic plans. (Most common)
- Cross-unit committees or work groups to create work plans focused on one or more strategic goals.
- Assess current programs and services to determine how they align with new goals and to help identify what needs to be put in place to accomplish the new goals.
Strategic Planning Process (continued):

Implement the Plans and Monitor Progress

- Objectives
- Responsibilities
- Timelines
Strategic Planning Process (continued):

Monitoring and evaluation is as important as identifying strategic issues and goals.

- Monitoring and evaluation is to ensure that the organization is following the direction established during strategic planning.
- Leadership can learn a great deal about the organization and how to manage it by continuing to monitor and evaluate the planning activities and the status of the implementation of the plan.
- Note that plans are guidelines. They aren't rules. It's OK to deviate from a plan. But planners should understand the reason for the deviations and update the plan to reflect the new direction.
Key sources of information used to make decisions about discontinuing, modifying, and implementing programs and services in support of new goals:

- Data on utilization
- Surveys
- Evaluations
- Feedback from staff
- Cost-benefit analysis
- Budgets
- University goals and priorities
- College mission, goals, and strategic plans.
Strategic Planning Process (continued):

Barriers to discontinuing, modifying, and implementing programs and services in support of new goals:

- Lack of financial resources.
- Difficulty allocating financial and human resources.
- Limited staff time.
- Lack of good data on program effectiveness.
- Push-back from those who have been served by a program being discontinued.
- Staff resistance – those who have invested a lot of time in the program or service.
Strategic Planning Process (continued):

Writing and Communicating the Plan
Have a plan for who should receive the document.
Strong college-level leadership is critical to achieving strategic alignment.

- Department heads must understand how their department contributes to the university mission and goals.
- Department heads must see their department as more than simply providing a service but as “central to creating an institutional culture of success.”
- A shift in paradigm may be required in certain departments.
FUTURE STATE 2015
Mississippi State University

- Introduction
  - Vision
  - Process Summary
  - Purpose statement
- Executive Summary
- Purpose and process summary
- Assumptions
- Goals
- Strategies for Attaining our Goals
- Initiatives to Implement our Strategy
- Appendices
  A: Centers of Excellence
  B: Implementation, Review, and Assessment
  C: Recommendations for Future Implementation or Consideration
VISION 2020 – Texas A&M University

- Executive Summary
  - Introduction
  - The Idea
  - The Goal
  - The Best
  - Our Strength
  - The Need
  - Our Core Values
  - Our Mission
  - Our Vision
  - Creating the Culture of Excellence
VISION 2020 – Texas A&M University - continued

- The Imperatives
  - Precepts
  - Goals
- The Next Step – Achieving the Culture of Excellence
- Appendices
  - The Background
  - Participants
  - Resolution to the Regents
Sample Strategic Planning Manager (College or Unit level)

Purpose: to oversee assessment and strategic planning.

Major areas of responsibility:
- Evaluates the assessment and strategic planning processes in all departments within the college.
- Directs the development and implementation of more effective outcome measures.
- Provides research and information on applicable normed benchmarking and assessment instruments.
- Directs the incorporation of outcomes assessment in the college and all departments’ strategic planning.
- Plans, organizes, and develops goals and procedures for assessment and planning for the college.
- Serves as the central clearinghouse for all college assessment documentation and provides relevant strategic planning information to the various departments and partners of the college.
Strategic Communication

Digital communication (e-mail and website postings) is frequently viewed as one of the most effective ways to communicate with senior university leadership, students, and the university community as a whole.
Communicating Successes to Senior University Leadership

- Provide information for President’s speechwriters.
- Small group meetings or briefings.
- E-mail messages.
Communicating Successes to Senior University Leadership

Nontraditional methods
- Bring students who are impacted by a particular program to the meeting/briefing.
- Video tape or transcribe students’ testimonials for meetings, web postings, or print.
- Meet with VPs and Deans to discuss your college and seek collaborative opportunities.
- Invite the President and/or Provost to a luncheon with department heads. Discuss your college’s role in the university’s overall strategic plan.
- Seek other outreach opportunities to “tell your college’s story.”
Communicating Successes to Senior University Leadership

Barriers

- Time, i.e. getting the attention of senior leadership.
- Unclear understanding of your complete mission and goals.
Communicating Information about Programs and Services to Students

- Web-site postings
  - Create attention getters for targeted audiences on webpage.
- E-mails
- Campus newspaper articles or ads.
- Emerging:
  - Web communities such as Facebook and MySpace.
  - Text messaging.
Communicating Information about Programs and Services to Students

Barriers

- Students receive a tremendous amount of information – how to make yours stand out.
- How to effectively target the “right” students to receive your messages.
- How to get the student newspaper to print articles about your programs, services, or events:
  - Send information to the editorial board, including student contact information so the newspaper can interview students.
  - Establish a good relationship with the newspaper staff.
  - If all else fails – buy an ad!
Communicating Successes to the University Community

- Web-site postings, e-mail messages, and press releases are most frequently cited methods.
- Newsletters.
- Newspaper articles or ads.
- Barriers:
  - A tremendous amount of information goes out to the community – how to make yours stand out.
  - Who is the target audience?
Sources: