

# Strategic Planning Overview

Ruth Johnston, Vice Chancellor



**BE BOLD.** Shape the Future.

# Learning objectives

1. Discuss 30,000 foot view of the philosophy of strategic planning
2. Demonstrate elements of a strategic plan and how to create an implementation plan
3. Apply by drafting an outline, aligned with your mission

# What is strategic planning?

“Strategic planning is the process by which the ... members of an organization envision its future and develop the necessary procedures and operations to achieve that future.”

*- J. William Pfeiffer, Leonard D. Goodstein, and Timothy Nolan of University Associates, Inc.*



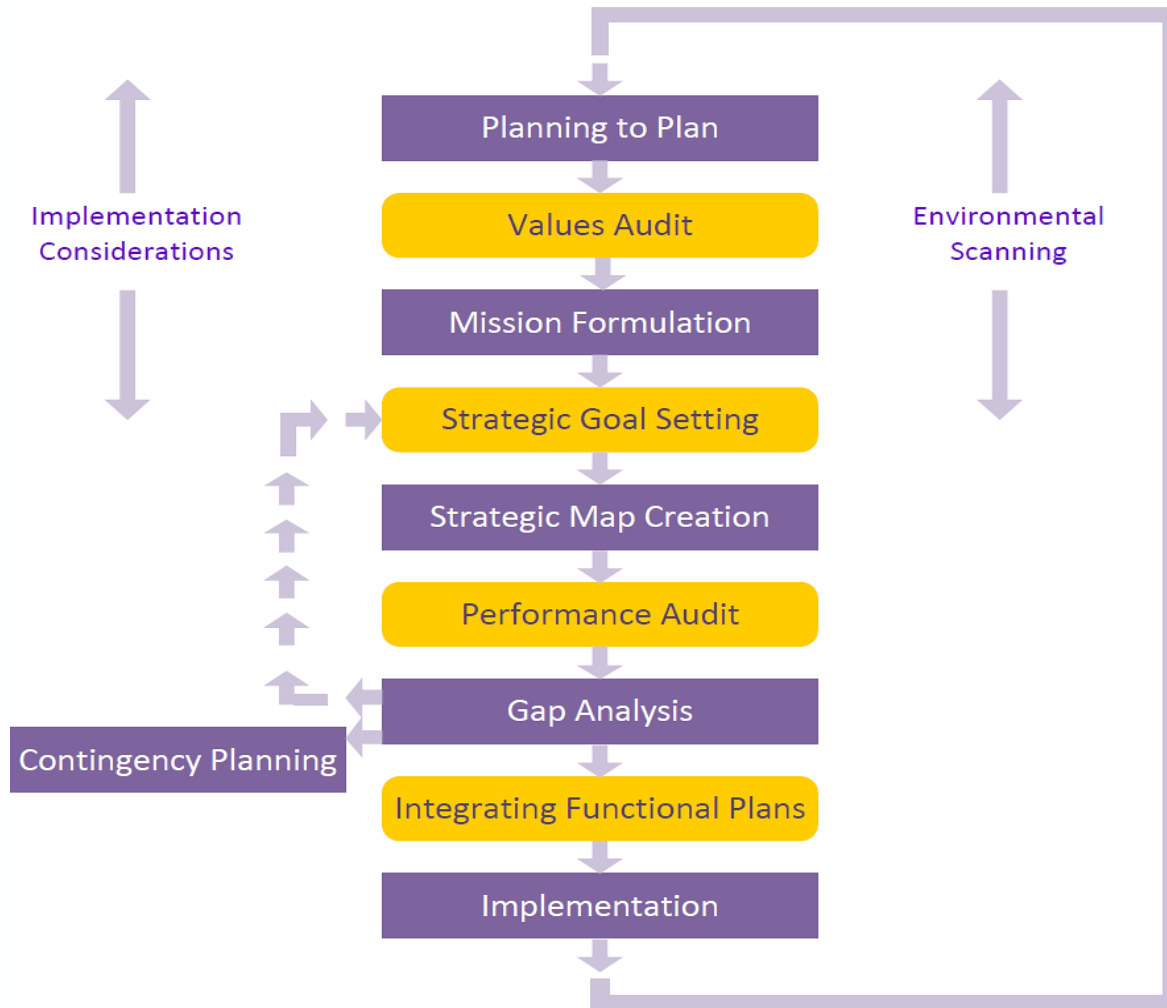
# Benefits of strategic planning

- Increased effectiveness
- Increased efficiency
- Improved understanding and better learning
- Better decision making

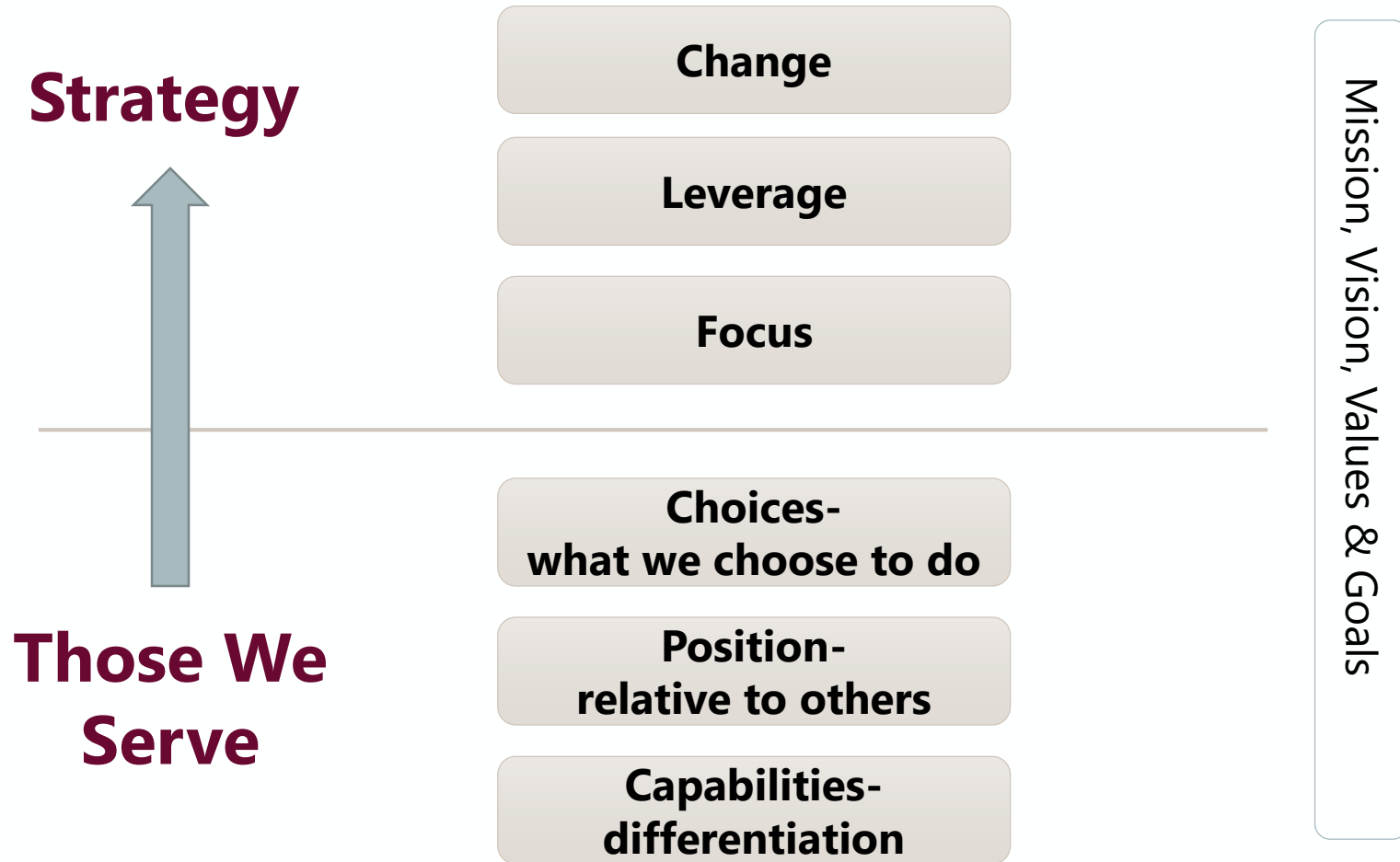
*John Bryson and Farnum Alston*



# Strategic planning model



# Strategy is about



# Leadership considerations

- Who should be involved with the effort?
- Who else outside the organization should I talk to?
- What changes are occurring in your organization, in the state, nation or globe that might influence your plan?
- How will you communicate about the planning effort and final plan?
- What is your role as coordinator of the effort: a visionary, a doer, a meeting leader, a member, etc.?

EXAMPLE

# SCHOOL OF NURSING STRATEGY MAP 2012-2015

Mission is what we do (our business)

Vision is who we are (what we aspire to be)

Values are our beliefs

## Mission

Advance nursing science and practice through generating knowledge and preparing future leaders to address local, national and global societal needs

## Vision

Pioneer improvements in health and health care through innovative nursing science, education and practice

## Values

Collaboration\*, Social Responsibility, Integrity\*, Respect\*, Accountability, Diversity\*, Excellence\*

### Advancing Research, Education and Practice (REP)

Strengthen research infrastructure and support to advance research excellence (REP1)

Create innovative learning experiences and an environment that inspires and engages diverse students, faculty and staff (REP2)

Develop and sustain strategic relationships and collaborative partnerships (REP3)

Improve recruitment, retention, and advancement of outstanding faculty, staff and students (REP4)

### Achieving Operational Excellence (O)

Evaluate and base academic programs on availability of resources (O1)

Strategically invest in SoN to advance vision (O2)

Align and support faculty and staff workload (O3)

Maximize efficiency, accuracy and transparency in teaching, operations and research (O4)

Develop operational infrastructure to support our vision (O5)

Strategic goals/objectives are **HOW** we will achieve our mission

### Securing our Financial Future (F)

Develop a sustainable, transparent and effective financial model (F1)

Develop and implement an advancement plan to increase gifts and improve donor relations (F2)

Strategically enhance diverse funding (F3)

Strategically manage school wide resources (F4)

### Creating a Sustainable Organization (S)

Develop a faculty and staff to foster innovation and creativity (S1)

Build SoN leadership & management capacity (S2)

Establish effective decision making and implementation processes (S3)

Align organizational structure and governance to position us for the future (S4)

Cultivate a supportive climate that embraces trust, collaboration, creativity and productivity (S5)

Integration of Operations, Finance, Curriculum and Decision Making

Values: Timely-Efficient-Flexible-Transparent-Responsive

\*UW Value dark purple writing= 2012 priority

Adopted August 2011



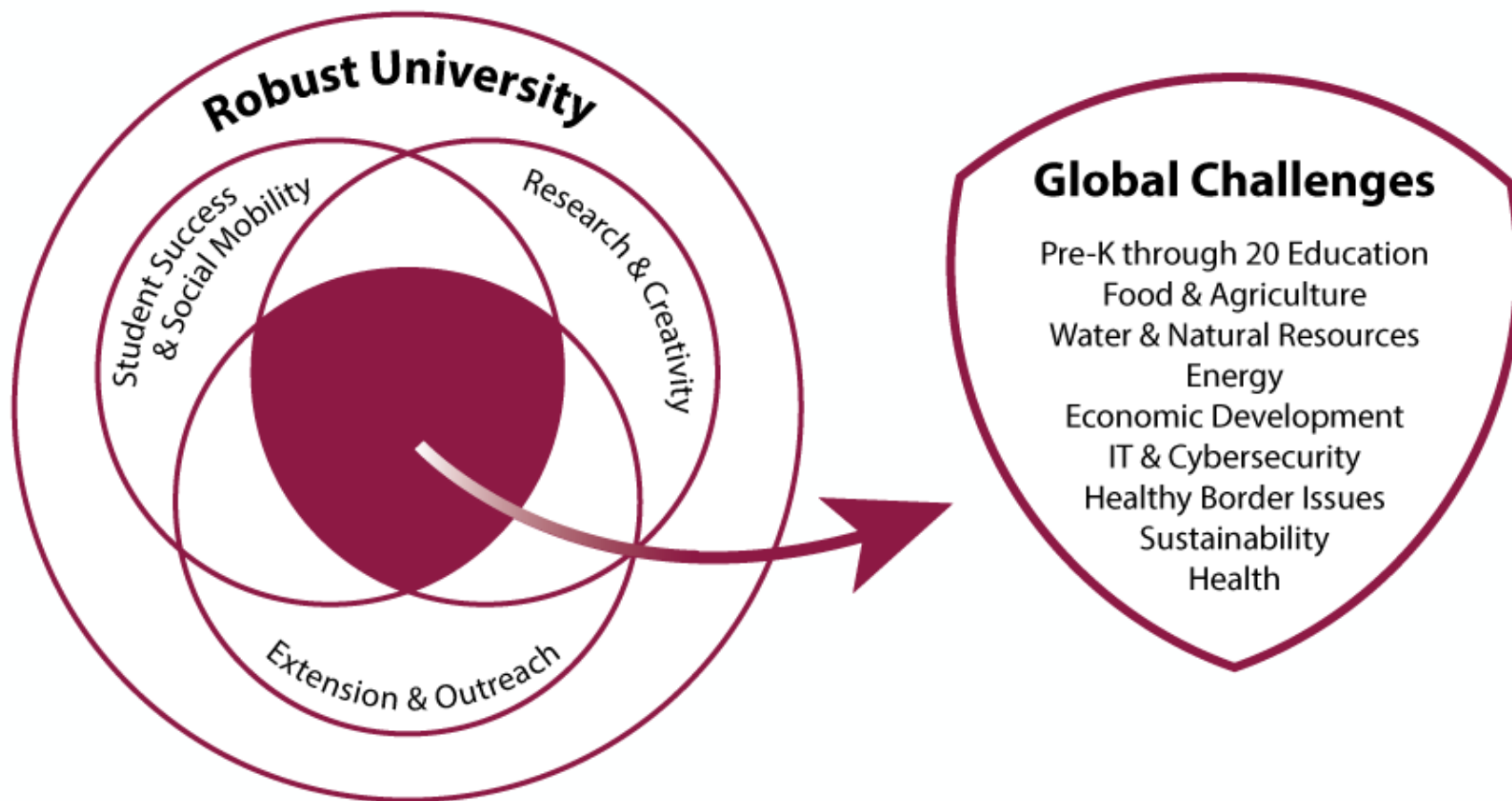
EXAMPLE

# COLLEGE OF VETERINARY MEDICINE AND BIOMEDICAL SCIENCES STRATEGY MAP 2014-2017

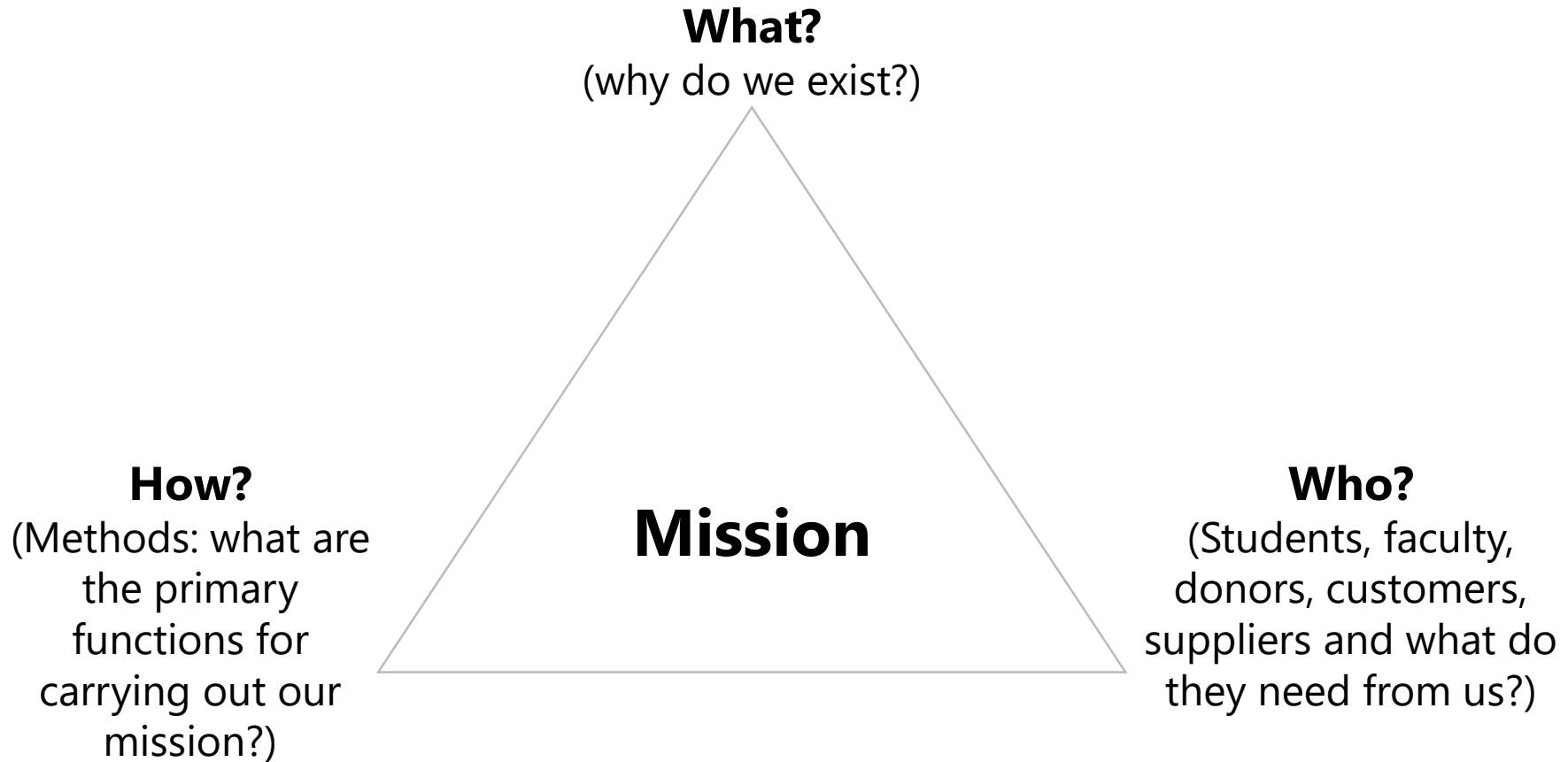
Results for Those we Serve ↓ What we choose to do within the organization



# NMSU LEADS 2025



# Mission building



# Visioning

- Where do we want to be in 3+ years?
  - What will be our stakeholder needs?
- 
- This is an aspirational statement – something to work toward.
  - Some groups have only one statement that includes mission, vision, and values.



# Values

- What are our organizational beliefs and principles?
- This often begins with discussion of personal values – what do individuals want to be known for, internally and externally. Then a shift to organizational values; with agreement to begin practicing and using them to help change the culture if the values are new to the organization.

# SWOT Assessment Model

- Organizational assets, resources, people, culture, systems, partnerships, suppliers, etc.
  - Strengths
  - Weaknesses
- Marketplace, competitors, social trends, technology, regulatory environment, economic cycles
  - Opportunities
  - Threats
- Internal Assessment
- External Assessment (voice of the customer)



# Strategic goals/priorities

- In what major directions will we focus our efforts to advance toward our vision? (customer, operational excellence, fiscal, organizational)
- Choose a select few, and prioritize for year 1 no more than 1 - 3

## Ask:

- Do our strategic priorities support those of the greater organization?
- With whom will we link with to accomplish these goals?

# Big Hairy audacious goals (BHAG)

- "A true BHAG is clear and compelling, serves as unifying focal point of effort, and acts as a clear catalyst for team spirit. It has a clear finish line, so the organization can know when it has achieved the goal; people like to shoot for finish lines."

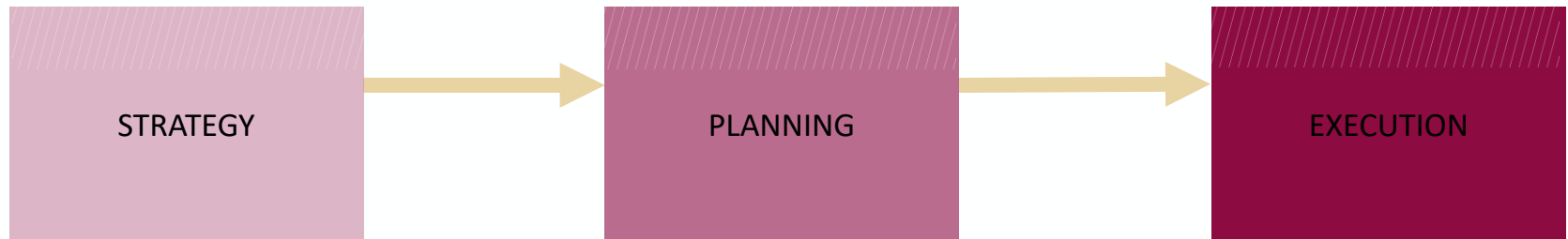
— Collins and Porras, *Built to Last: Successful Habits of Visionary Companies*

- Think: MLK's *I have a dream* or JFK's *Why we go to the moon*

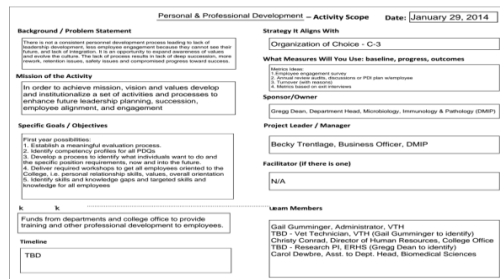
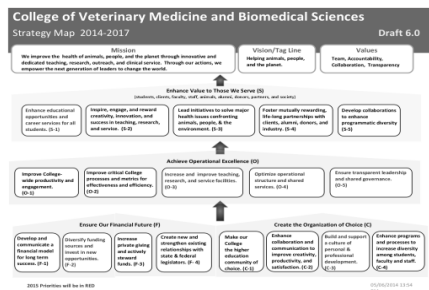


# Continuum

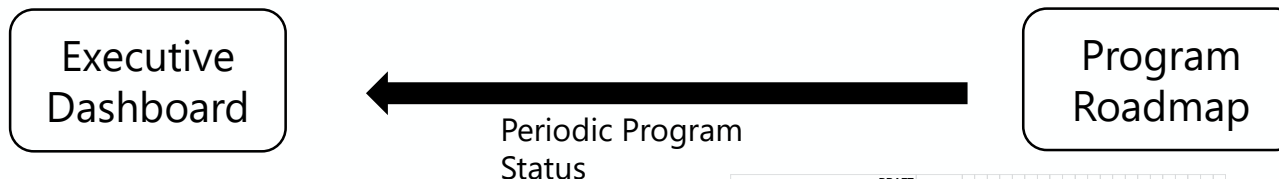
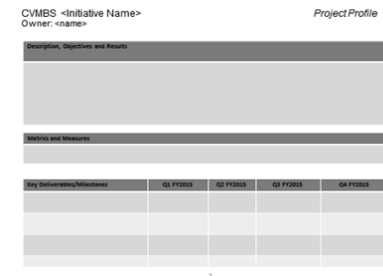
Each of these components needs the other two in order to make an impact in an organization



# Planning to implementation flow



Populates



Strategy	Initiatives	Target Measures	Phase	Phase Status	Status Comments/Risks/Barriers	Sponsor	Project Manager
D-1 Enhanced Educational Opportunities and Career Services						Dea H. Hammad/Christy East-Burton	
D-3 Increase and improve teaching, research and service facilities						John Harding	
D-4 Optimize operational org. structures and shared services						Mark Powers	
D-5 Ensure transparent leadership and shared governance						John Olson	
F-2 Diversify funding sources and invest in new opportunities						Geet Vaidyanathan	
C-3 Build and support a culture of personal and professional development						Greg Davis	
				Not Green			

[illegible]

**Background / Problem Statement**

Not everyone feels equal, included, or engaged within the NMSU system. Some feel a lack of support (could be a lack of financial support) for programming and activities.

**Purpose of the Activity**

Make diversity, inclusion, and engagement a priority instead of an afterthought.

**Specific Goals / Objectives/Actions****Objectives**

1. Ensure the inclusion of branch campuses.
2. Diversity programs need to receive adequate support: Analyze and create a report on the total amount of financial support being invested across NMSU in Diversity programs right now (baseline)-- see if these resources could be better leveraged.
3. Students should feel like they belong in college, and not feel hindered from participating in the campus due to a lack of resources.
4. Staff and faculty need to feel appreciated, and their passion in their field should be encouraged.
5. Empower the individual to use their voice to implement change and advancement within their own unit.
  - a. Create a communication forum/town hall to create an opportunity for staff, faculty, and students to speak up about issues, and also help solve solutions.

**Timeline**

(1) by January 1st, 2020, there should be effective lines of communication between diversity councils at each branch; (2) report should be finished by January 1st, 2020; (3) student participation in campus activities should go up by next Fall; (4) Faculty & Staff should have more positive satisfaction surveys by Spring of 2020; (5) Have at least three town halls this Spring semester, and possibly one this current Fall semester.

**Strategic Alignment with Goal X and Action #**

(1) Goal 4.5 , (2) Goal 4.1, (3) Goal 4.1, (4) Goal 4.2, (5) Goals 4.1 & 4.2

**Metrics to be Used: baseline, progress, outcomes**

(1) use current collaboration between branch campuses regarding diversity & inclusion as the baseline; (2) use the correct amount of financial support being given to diversity programs right now as the baseline; (3) use a compiled list of student resources as the baseline; (4) use a comprehensive faculty & staff satisfaction survey as the baseline; (5) compile a list of student organizations that advocate for change on a campus, city, state, national, or international level and use it as the baseline

**Sponsor / Owner**

Team 4

**Project Leader / Champion**

(1) Diversity Council or Office of Diversity & Inclusion once it is established; (2) Continuing Diversity Board, Diversity Council; (3) Vice President of Student Success?, Dean of Students; (4) Deans of each college , (5) Dean of Students?, Provost, President?

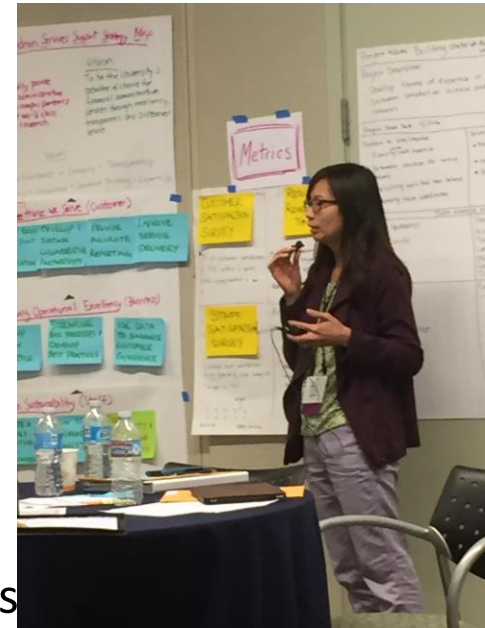
**Facilitator (if one is needed)****Team Members – be broad, system wide**

(1) Diversity Council or Office of Diversity & Inclusion once it is established, and the mirroring entities in all the branches of NMSU; (2) Continuing Diversity Board, all diversity programs, Diversity Council, and the different entities that contribute to funding the Diversity Programs, (3) ASNMSU, Residence Hall Association, AWO, other student orgs; Res (4) the Deans of each college, department heads, etc.; (5) all entities on campus and in branch campuses



# Lessons learned about implementation

1. Always have a designated responsible party
2. Reward the “doers”
3. Provide support to be “accountable”
4. Be tolerant of failure
5. Clarify decision rules
6. Small wins matter
7. Don’t micromanage
8. Get people involved in creating their own goals
9. Middle management is key to implementation
10. Focus on results, not activity



*Pat Sanaghan, Academic Impression,  
December 2014*

# Success factors: strategic planning implementation

1. Embrace it
  2. Take initiative and try different things/take risks
  3. Follow through/make things happen
  4. Be persistent
  5. Be patient
  6. Reflect/adapt/be flexible
  7. Try to find some humor
  8. Involve the right people/build teams
  9. Communicate, communicate, communicate
  10. Measure processes
  11. Build allies
  12. Focus on customer needs
  13. Focus on process improvement
  14. Choose your battles
  15. Treat yourself well
- Ruth Johnston, Ph.D.

# Strategic planning summary

- Is future focused
  - Is leadership driven
  - Provides for a high level of organizational involvement
  - Allows contention within the broad framework of the organization's goals
  - Creates broad objectives that encompass organization purpose and culture
  - Produces a plan that is widely understood and accepted
  - Produces a plan that is both comprehensive and detailed
- Is a model that can be rigorously applied
  - Provides the energizing force to drive the needed changes
  - Will enable an organization to create and achieve its ideal future
  - Allows dialog to take place in a continuous and interactive manner
  - Is measurable

# Strategic planning resources

- Academic strategy: the management revolution in American higher education, George Keller, 1983
- Applied Strategic Planning: An Introduction, Goodstein, Nolan and Pfeiffer, 1992
- Crafting Strategy, Henry Mintzberg & Harvard Business Review, No. 87407
- The Strategic Plan is Dead. Long Live Strategy. O'Donovan and Flower, Stanford Social Innovation, January 2013
- Creating Your Strategic Plan, A workbook for public and non-profit organizations, John Bryson and Farnum Alston, Wiley and Sons, 2011
- 10 Critical Lessons I've Learned about Implementing a Strategic Plan, Sanaghan, Academic Impressions, December 2014
- Stress-Test Your Strategy: The 7 Questions to Ask., Robert L. Simons, Harvard Business Review, November 2010
- Tips for Effective Strategic Planning, Christine D. Keen, HR Magazine, August 1994



ORGANIZATION NAME: \_\_\_\_\_

## STRATEGY MAP FOR 2022 - 2027

Mission	Vision	Values
Focus on Who We Serve (students, faculty, staff, public)		
Improving Internal Business Practices		Build <b>Organizational</b> Capacity
Securing Resources (Funding, Time, Space, Etc.)		



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**Action Plan**

**Name:** \_\_\_\_\_

**Date:**

**Background / Problem Statement**

**Mission of the Activity**

**Specific Goals / Objectives**

**Objectives:**

**Timeline**

**Strategic Alignment**

**Measures to be Used:** baseline, progress, outcomes

**Sponsor / Owner**

**Project Leader / Manager**

**Facilitator (if one is needed)**

**Team Members**



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# Questions and Thank you



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ORGANIZATION NAME: \_\_\_\_\_

## STRATEGY MAP FOR 2020 - 2025

Mission

Vision

Values

Focus on Who We Serve (students, faculty, staff, public)

Improving Internal Business Practices

Build **Organizational** Capacity

Securing Resources (Funding, Time, Space, Etc.)



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# Glossary of terms

- **Strategy Map** — one-page visual representation of the mission, vision, values, strategic themes, and strategies. Normally a 3-5 year period. The map is dynamic and should illustrate how these goals in relation to each other will help achieve the mission, vision and values.
- **Mission** — the purpose of the organization (doesn't usually change).
- **Vision** — what the organization hopes to achieve (changes over time as vision is realized).
- **Value** — core beliefs of the organization, e.g. teamwork. A small set of 5-7 values people demonstrate in how they work. Some values may be those the organization wants to achieve and will work toward.
- **Strategic Theme** — a description of a set of strategies, e.g. customer focused, internal processes, assets, organizational capacity. See Balanced Scorecard Strategy slide on prior page. The themes can be named what makes sense to the organization.
- **Strategic Goals/Objectives** — future focused activity that will help drive the organization in meeting its mission and vision.
- **Actions/Initiatives** — not on the strategy map, but are activities or initiatives the organization will take in order to achieve the strategic goal. Often to-dos.
- **Activity Scope** — a one-page visual (included later) that can be used to map out the actions needed to achieve a goal. Includes problem statement, activity's mission, objectives/set of to-do's, timeline, alignment with strategy, roles (sponsor, leader, facilitator, team members).