Strategic Planning Process

Strategic Planning Module Research Questions

1. Why me?
2. What are the Design Specs?
3. How do I “Think inside the box?”
4. What does planning look like?
5. What are the Gems of Wisdom?
6. How does this really work?
Why me?

or

“How do the guides to action and lists assist in individual projects?”

Sound Familiar

- Lack of Communication with internal and external customers. 6,6,1,5=72
- Denial there is need of change and when recognized no follow through. 7,5=24
- Lack of priorities. 6,7=20)
- Lack of infrastructure and planning and communication between N. Y. and Chattanooga and L. A. and Paris. 4,6=20
Guided Problem Solving

Traditional Planning
Results: Limited Progress

Participative Planning
Process: Focused Progress

Typical Planning vs Performance Improvement Planning

• Formal
• Focus on Plan
• Budget Driven
• Top management & their consultants

• Structured but less formal
• Focus on plan & process
• Plan drives budget
• Involvement at all levels of management
Research Question
What are the Design Specs?

Or
There are tons of models; which one do I use?
Strategic Planning

Desired Outcomes

- Generation of ownership for the plan
- Integration & coordination of ongoing improvement activities
- Timely completion & distribution of the plan

Strategic Planning

Desired Outcomes

- Effective improvement of the organization
- Improved collective understanding of the organization
- Develop managers to take strategic business view
Strategic Planning Guiding Principles

• The process by which you plan is as important as the plan itself

• Those who must implement must be involved

• Top management involvement = precondition for success

Strategic Planning Design Specifications

• Taps entire wisdom of team

• Efficiently uses team’s time

• Structured but not overly formal

• Begin with “Vision” but contains “Monday Morning” action items
Strategic Planning
How do I “Think inside the box?”

Or
How do I integrate and avoid flavor of the month?

Think Inside the Box
Strategic Planning Model

PLAN

DO

ACT

CHECK

Strategic Planning Process

1 Organizational Systems Analysis

2 Planning Assumptions

3 Performance Improvement Obj

4 Tactical Objectives

5 Project Planning

6 Project Management

7 Measurement & Evaluation

8 Tracking & Control

Recycle

Sink 1989
Operating Plan

VALUES OF THE PROCESS

Design Team Charter

Business Plan

STUDENTS

Marketing Action

Recruitment Action

Curriculum Production Action

Resource Development

Institutional Effectiveness

Career Planning & Counseling Action

Registration & Enrollment Action

Advisement & Retention Action

Need Assessment

Institutional Effectiveness

Dean’s Council

President’s Cabinet

Design Team(s)

President’s Cabinet

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Current Situation

Vision
Strategic Planning Model

Plan, Do, Study, Act Cycle

IMPROVEMENT
Concept

Current Situation

Vision

Job Skills

Technology Skills

Contextual Critical Thinking Skills

Another look at PDSA

Values

SP MP

BP OP

Values
Bumps in the Road

Values
Your Organization

Time, Money, Place | Focus Group Issues

Thinking Inside the Box
Strategic Planning
What does planning look like?

Or
Let’s go through a “model”

Strategic Planning Process

1. Organizational Systems Analysis
2. Planning Assumptions
3. Performance Improvement Obj
4. Tactical Objectives
5. Project Planning
6. Project Management
7. Measurement & Evaluation
8. Tracking & Control

Sink 1989
<table>
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<td>2. Planning Assumptions- Probability of Assumptions and Constraints</td>
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<td>3. Strategic Objectives- 5 years to realize Vision</td>
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<td>4. Tactical Objectives- 12 months to realize Strategic and Vision</td>
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<td>5. Project Planning</td>
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<td>7. Measurement &amp; Evaluation</td>
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<td>8. Tracking &amp; Control</td>
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</table>
1. Organizational Systems Analysis

Purpose
- Prepare team for planning
- Improve collective understanding
- Open team minds

1. Organizational Systems Analysis

- Vision-Articulated picture of the future
- Guiding Principles- Underlying values and beliefs
- Mission- Statement of organizational purpose
- Input/Output Analysis- Systems Boundary View
1. Organizational Systems Analysis

- Internal Strategic Analysis - Identification of strengths and weaknesses
- Current Performance Levels - Formal examination of performance
- Roadblocks - Impediments to excellence
- External Strategic Analysis - Identification of opportunities, threats, trends, and problems

CROPIS Analysis Identifies

- Customers
- Requirements/Desired Outcomes
- Outputs
- Processes
- Inputs
- Suppliers
Strategic Planning
Does planning work?
Or
Let’s go through an “example”
Annual Strategic Planning Process

1. Campus Systems Analysis
2. Divisional Planning Assumptions
3. Strategic Goals
4. Tactical Objectives
5. Action Plans
6. Project Management
7. Measurement
8. Institutional Effectiveness Functional Assessment & Control

Adopted from Sink 1989

Higher Education Planning Process

Annual Review of Strategic & Marketing Plan

1. Campus Systems Analysis
2. Divisional Planning Assumptions
3. Strategic Goals

Inputs
State Planning Initiatives 5 year cycle
- Division Planning Assumptions
- Division Mission 5 year cycles
- Interactive Convocation
- Faculty, Staff, Student Focus Groups and Threaded Discussions
- Governance Committees
- Faculty/Staff Goals
- Advisory Boards
- Internal Audits
- Student Outcomes

Marketing Plan
Operating Plan
As an integrated part of strategic planning…

4 Tactical Objectives

5 Action Plans

6 Project Management

8 Institutional Effectiveness Functional Assessment & Control

... and as a process

Project Management

Institutional Effectiveness Functional Assessment, Control & Institutional Research

Need Assessment

Community, Faculty, Staff

Appropriate VP

President’s Cabinet

Tactical Objective

Marketing Action

Recruitment Action

Curriculum Production Action

Resource Development

Campus VALUES

Action Plan

Design Team

Implementation Plan

Feb 1999
How it is evaluated and use of feedback

Recycle

Institutional Effectiveness
Functional Assessment & Control

Goal Criteria

Objective Criteria

Action Plan Criteria

Measurement

Long Range Evaluation

Strategic Goals

Goal Criteria

Measurement Criteria are designed for each Strategic Goal.
**Annual Evaluation**

Shorter term (12 months or less) Measurement Criteria are designed and collected at this step.

**Continuous Evaluation**

Each project Action Plan requires a set of Measurement Criteria that will be utilized for measuring project success and continuously improving the process for the next project.
Annual Recycle

All measures are fed back into the planning process for use at the recycle.

Project Integration Management

Company Planning
- Vision
- Mission
- Guiding Principles
- Strategic Objectives
- Tactical Objectives
- Action Plans

Personal Planning
- Vision
- Guiding Principles
- 5 year plan objectives

PROJECTS
Feedback Systems

- How do I fit in?
- What do I do Monday Morning?

Individual Strategic Plan

- SEE MODULE 1 Time Management
Design Team Charter

- Team Composition
- Tasking Statement
- Deadline
- Resources for Design

Strategic Planning: What are the Gems of Wisdom?

Or
Lessons Learned
Gems of Wisdom

• One cannot manage what cannot be measured
• Measure to Improve
• Focus on support for performance improvement
• Identify strong forces pushing organizational change

Additional Gems of Wisdom

• Push decision making to lowest appropriate level
• Identify your New Competition
• Avoid Quick Fixes
• Design Processes
• Don’t slap latest tool on poor process
• Compare against New Competition
Yet more gems

- Create sense of shared purpose
- Measurement & evaluation is constantly evolving
- Link measurement to strategy
- Minimize measurement for control purposes
- You get what you measure

The Response

- Separate measurement from evaluation
- Develop a blue print for strategic planning
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Additional Readings

Planning and Measuring Your Organization of the Future, Sink and Tuttle, 1989, IE Management Press, Norcross GA.