Strategic Planning Launch

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“I skate to where I think the puck will be...”
...as quoted by John M. Bryson, in...
What is a strategic plan?

Q1: What is a Strategic Plan?
A1: A strategic plan is a document that defines an organization’s priorities in the form of goals and objectives, usually for the next three to five years. In this way, the organization can align its limited resources with those priorities to optimize the impact / effect of those resources. A strategic plan is by definition more long term and less detailed than would be an “operational” or “tactical” plan that looks at more short term or even day-to-day activities of a department or organization.

Q2: Will this replace the Logan at 50 plan?
A2: Yes. See Q3 below.

Q3: How often should organizations complete a strategic plan?
A3: Given the often frequent and rapid change in our world involving things like technology, the state of the economy, and scientific breakthroughs, strategic plans should be updated at least every five years, and reviewed and updated as needed even more frequently.

Source: Frequently Asked Questions (FAQ) about JALC’s Strategic Planning Project
Why do a strategic plan?

1. Sets institutional priorities for the future
2. Directs limited resources where they will have the most effect (i.e., aligned with strategic priorities)
3. Reaffirms foundational statements of purpose and value (mission, purposes, values, vision, educational philosophy)
4. Inspires and guides the individual and collective effort to grow and improve (aspirations, quality, performance)
5. Complements and supports the HLC Pathways reaccreditation process
6. Addresses 2007 HLC recommendations related to...
   - Environmental Scan
   - Actionable recommendations that stem from the strategy
What does a strategic plan include?

- Executive Summary
- Background / Assumptions
- Environmental Scan (Change Drivers / SWOT)
- Reaffirmation of the Mission, Vision, and Values
- Gap Analysis (Challenges / Issues vs. Vision / Aspirations)
- Strategies and Goals
- Strategic Projects (with measurable objectives / milestones)
- Implementation Strategy
- Next Steps
What planning principles will we apply?

**Strategic Alignment**
Recommendations from this strategy are consistent and closely aligned with the organization’s mission, vision, and values.

**Inclusiveness**
The planning process engaged at some level those stakeholders who can have a major impact on recommendations or will be impacted by these recommendations.

**Mission**

**Vision**

**Values**

**Goals**

**Strategy**

**Programs & Projects**

**Operations & Infrastructure**

**Actionable Recommendations**
Recommendations are “doable” in the sense that existing or available capabilities and resources are sufficient to execute these recommendations.
What process will we follow?

Data Collection / Environmental Scan
- Interviews
- Surveys
- Focus Groups
- Document Review

Strengths Challenges Opportunities Change Drivers Mandates

Reaffirm...
- Mission
- Purposes
- Vision
- Values

Steering Committee Workshops

GOALS STRATEGIES METRICS PROJECTS

Executive Ownership
Project Teams: Implement
How long will it take?

2012 - 2013

1. Project Initialization
2. Environmental Scan
3. Mission, purposes, vision, values
4. Gap Analysis
5. Strategies & Goals
6. Projects & Implementation
7. Final Report
8. Publish & Celebrate

Transition to Project Implementation
Who will participate?

President & Steering Committee (SC)  
(workshops, SME’s, etc.)

Consultant  
(facilitator, report writer, etc.)

Board of Trustees  
• Interviews

Foundation Board / Staff  
• Interviews (selected)

Employees  
• Interviews (selected)  
  • Survey  
  • Focus Groups

Students  
• Interviews (selected)  
  • Survey  
  • Focus Groups

NOTE: All will be invited / encouraged to review and comment on the developing draft posted on the website.

31 Interviews  
1,455 Surveys  
4 Focus Groups  
Steering Committee Workshops  
Web Posting of the Strategy for Public View / Comment
Question / Comments?
Thank you!