

Advancing Strategy

Pre-Work Video and Team Assignment

Mike Boyd

Kaye Monk-Morgan

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Welcome to Advancing Strategy

- Workshop Overview
- Introduction of Facilitators
- Planning: Theory & Practice
- Why Strategic Planning – A Team Assignment

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Workshop Overview

Pre-Work Session

Kaye Monk-Morgan

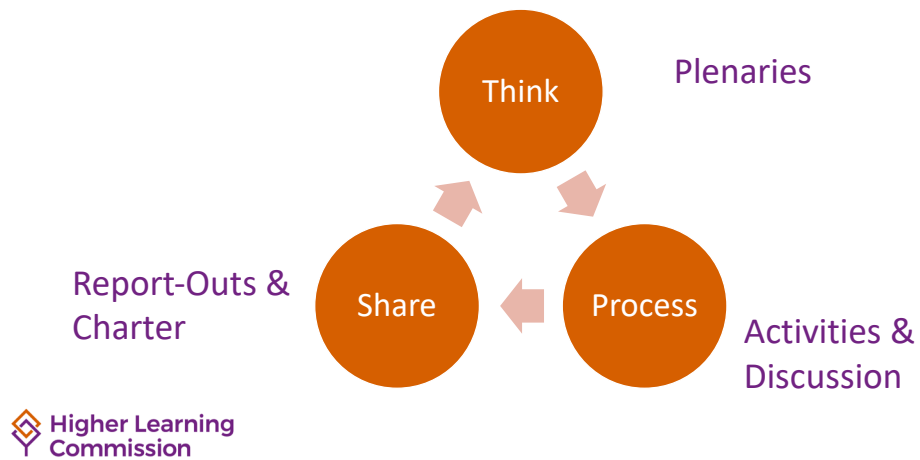
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Objectives

- Understand best practices in strategic planning
- Understand the nature of strategic planning in the context of continuous quality improvement
- Define current capacities and identify key areas for improvement
- Devise tailored strategies to initiate integrated planning and improvement at your institution
- Develop an action plan for facilitating the strategic planning process at scale

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Structure of Activities



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Workshop Expectations

- “a dress rehearsal”
- Strategic Planning at Scale?
- Strategic Planning & Integrated Planning

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Your Workshop Leaders



Mike Boyd

President
Kankakee
Community College



Kaye Monk-Morgan

Chief Impact Officer
Kansas Leadership Center

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Planning: Theory & Practice

Pre-Work Session

Mike Boyd

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Various Types of Plans in Higher Ed

- **Strategic Plans**
- **Operational/Action Plans**
- Academic Plans
- Assessment Plans
- Facilities Plans
- Technology Plans
- Enrollment Management Plans
- Diversity Plans
- Marketing Plans



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Possible Motivations for Planning

- New president
- Previous plan expired
- HLC monitoring report or upcoming HLC visit
- Prioritize multiple requests for limited resources
- Align resources with time and effort
- Communicate priorities to external stakeholders
- Demonstrate institutional efficiency and effectiveness to donors
- Worrisome data (student success, satisfaction, etc.)
- Etc.



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Regardless of Your Motivation...

The best practices you will learn about in this workshop will help you develop well-informed and well-designed plan for the future.



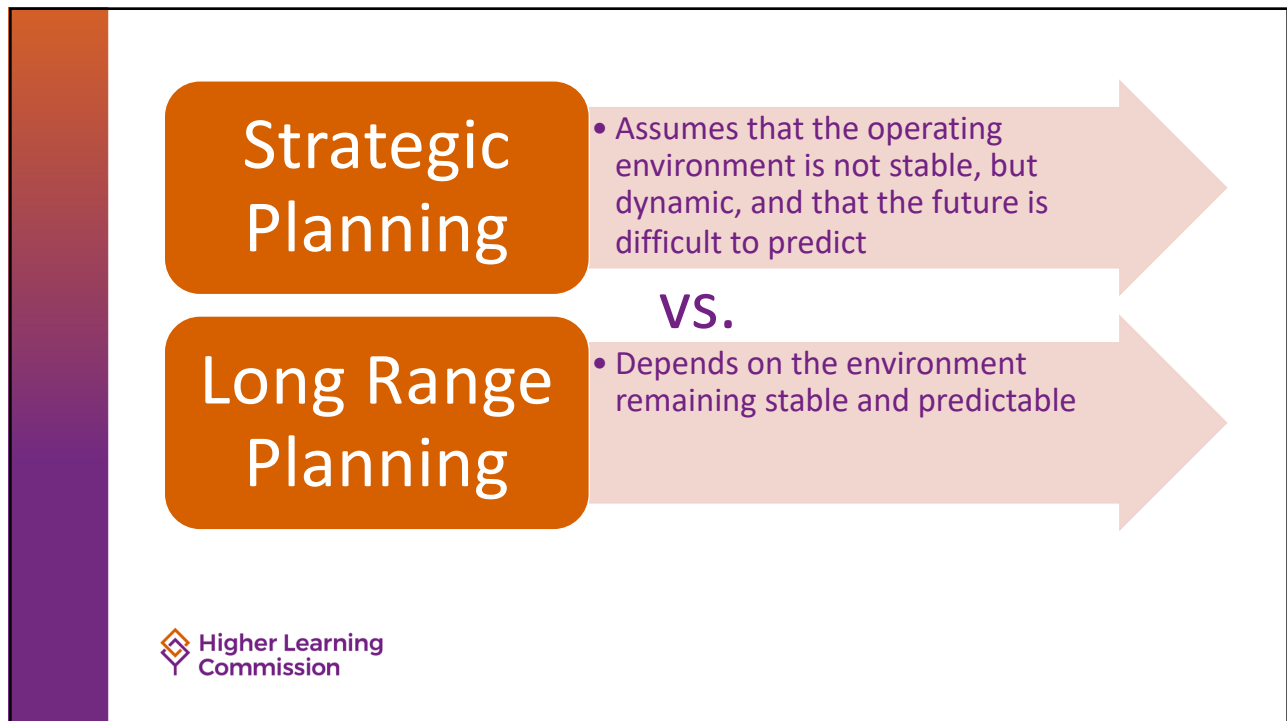
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Strategic Planning Involves...

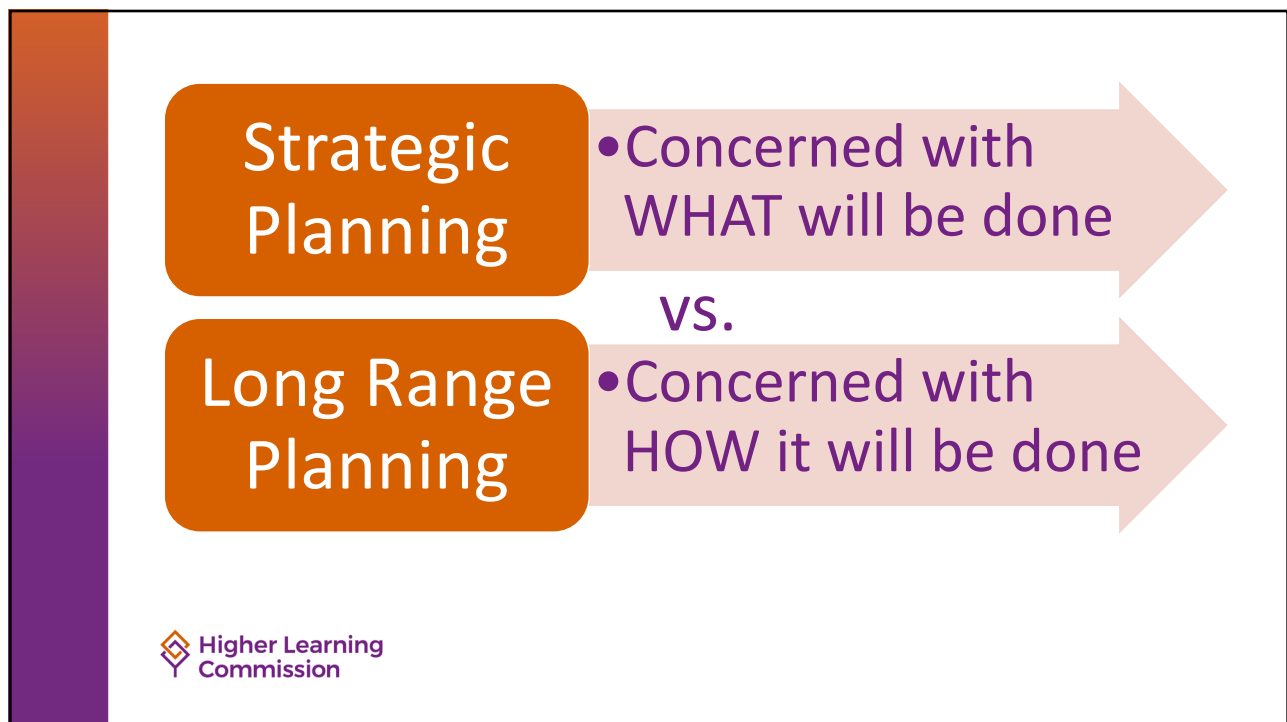
- Gathering information about the present operating environment
- Anticipating the environment in which the organization will be operating in the future
- Establishing priorities and making decisions about what is most important for achieving organizational success



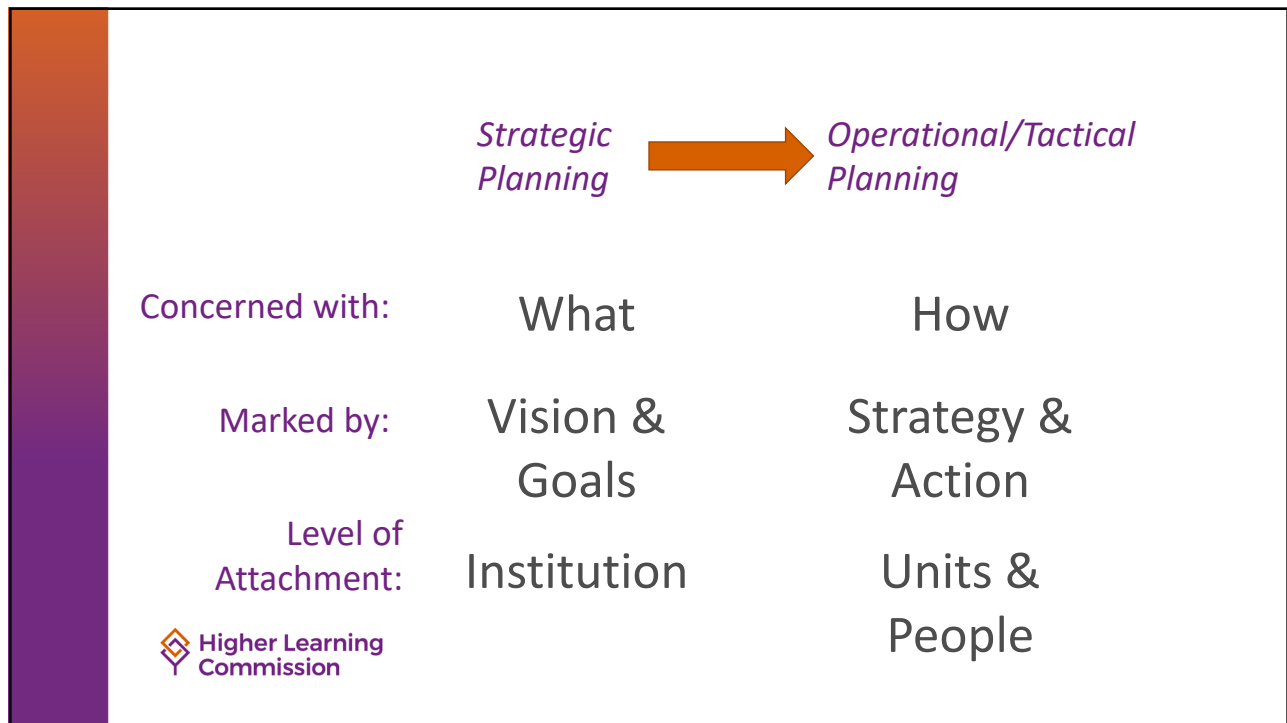
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The Essence of Planning

“If we could first know where we are and whither we are tending, we could then better judge what to do and how to do it.”

-Abraham Lincoln, “A House Divided”

Higher Learning Commission

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Planning Answers Three Basic Questions

Where are you now?

Where do you want to go from here?

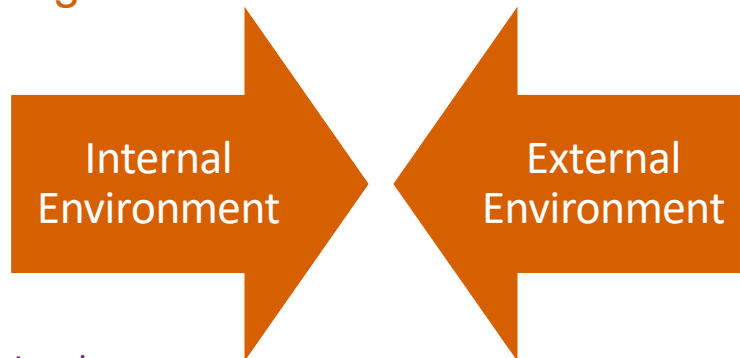
How are you going to get there?



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Answering Three Basic Questions

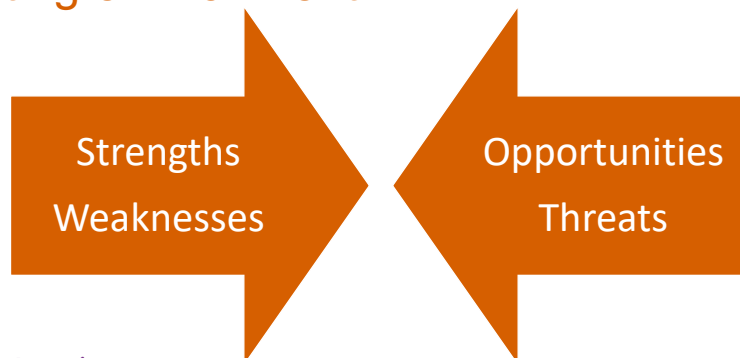
1. Where are you now? What is your operating environment?



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Answering Three Basic Questions

1. Where are you now? What is your operating environment?



Answering Three Basic Questions

2. Where do you want to go from here?
What are your goals?

The organization needs a well-defined mission and a clear set of goals and objectives in order to create its desired future.

Answering Three Basic Questions

3. How are you going to get there? What are your action plans?

Through the planning process, the organization:

- establishes objectives and timelines
- determines how to best allocate resources in order to reach its goals (its envisioned future)



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Potential Benefits of Strategic Planning

“Plans are nothing. Planning is everything.”

-General Dwight D. Eisenhower

The aim of strategic planning is not so much to create a written plan as it is to change the organization's thinking and instill a strategic, mission-driven, goal-directed mindset.



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Potential Benefits of Strategic Planning

A plan can provide:

- The criteria for making day-to-day organizational decisions
 - Is this decision consistent with our mission? Our current plan?
 - If not, should we really be doing this?
- The yardstick by which management decisions are evaluated



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Potential Benefits of Strategic Planning

- The process by which leaders of an organization:
 - Envision the future of the organization
 - Develop the necessary strategies to make that envisioned future a reality



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Shaping the Future

- Envisioning is more than an attempt to anticipate the future and prepare accordingly
- Strategic planning assumes that certain aspects of the future can be influenced and changed by our current actions.



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Shaping the Future

“We must recognize that our efforts to anticipate the future help to shape it.”

-John Sawhill

The strategic planning process does more than help an organization brace for the future; it helps an organization to create its future.



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Planning and Potential?

2015 SCUP Survey:

- On a scale of 1 to 10, how would you rate overall planning effectiveness at your institution?
 - 1835 respondents
 - Mean response = 6.1/10



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Pre-Work Assignment

Team Discussion

Mike Boyd

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Pre-Work Assignment

As you consider your responsibility to lead strategic planning at your college:

- What makes you confident that you can succeed?
- What threat or weakness do you collectively need to address in order to ensure success?

