The Core Elements of Strategic Planning Implementation

University Strategic Plan: Mission, Goals, Objectives, and Strategic Agenda

Strategic Planning Implementation Principles and Guidelines

Area Mission Statements and Goals Consistent with the University Strategic Plan

Prioritized Performance Goals, Performance Indicators, & Strategic Actions Consistent with Area Mission and Goals

University Budget

Tracking and Assessment of Performance Goals
Implementation Principles and Guidelines

Introduction
These planning principles and guidelines are based on best practices at other Universities that have engaged in strategic plan implementation. They are designed to apply to a variety of departments, units, and program areas, including the Foundation Board of Trustees, Advisory Board, and Alumni Board.

The expectation is that each Vice President will:
• Develop/refine and prioritize (a) areawide mission and goals statements that are consistent with University mission and goals.
• Prepare a list of measurable and prioritized areawide performance goals or targets for the academic year, strategic actions or programs linked to these goals, and performance or outcomes indicators that can be used to assess the achievement of performance goals.
• Submit all areawide planning documents to the President.
• Identify “planning teams” (composed of appropriate departments, units, and program areas) and designate planning managers. It will be the responsibility of planning teams to prepare and prioritize (a) mission and goals statements that are consistent with both institutional and areawide mission and goals, (b) strategic actions or activities that take into consideration strategic agenda items contained in the University plan; (c) performance goals or targets for the academic year; and (d) performance or outcomes indicators that can be used to assess the achievement of performance goals. The resulting draft plans will be submitted to the Vice President.
• Use the results of this planning to review and revise, as necessary, areawide mission and goals statements.

Principles:
The purposes of implementation planning are to:
1. provide Vice Presidents and planning teams with the opportunity to develop integrated mission and goals statements that are consistent with the University’s mission and goals;

2. enable Vice Presidents and planning teams to prepare and assess annual performance targets;

3. facilitate the development of campuswide assessment procedures and standards;

4. link strategic planning to annual program performance planning;

5. enable Vice Presidents and planning teams to prioritize goals, strategies, and annual targets;

6. improve program performance and accountability;

7. link program performance to budgetary allocations and program initiatives;

8. provide the University community with tools to oversee the development of integrated plans.
Guidelines:

1. **Centrality and Consistency of Plan**: Each Vice President and planning team should develop a mission and goals statement that:
   (a) contributes to the centrality of the academic mission, and
   (b) is consistent with, and further the purposes of, the University’s mission and goals.

2. **Comprehensiveness**: Each Vice President and planning team should address all University goals and pertinent strategic agenda items.

3. **Institutional Priorities**: At a minimum, each Vice President and planning team should indicate how its mission and goals:
   a. advance the University’s learning mission;
   b. promote excellence in undergraduate and postbaccalaureate teaching;
   c. encourage involvement in research, scholarship, and other creative activities;
   d. enhance opportunities for interdisciplinary initiatives;
   e. foster the educational and personal development of students;
   f. cultivate a campus climate that is diverse, collegial, and conducive to learning.
   g. encourage public and private partnerships and address the well-being and educational needs of the region.

4. **Areawide and Planning Team Priorities**: Each Vice President and planning team should prioritize its:
   a. goals
   b. performance goals and strategies.
   NOTE: In the planning process, goals generally refer to statements that indicate direction and intent; performance goals represent measurable targets to be achieved within a specified period.

5. **Strengths and Areas of Needed Improvement**: Each Vice President and planning team should identify strengths and areas of needed improvement.

6. **Widespread Participation**: Each Vice President and planning team should encourage the involvement and input of faculty, staff, students, and community in the planning process.

7. **Programs and Services**: Each Vice President and planning team should provide a brief narrative on the programs and services it offers currently. This narrative should include a review of existing programs, activities, and services that are linked to high priority goals and strategies. Actual and anticipated costs of program and service delivery should be specified.

8. **Program Planning, Evaluation, and Restructuring**: As part of its planning process, each Vice President and planning team should engage in program planning and evaluation,
and consider the opportunities for program restructuring. The analysis should focus on the:
(a) duplication of programs;
(b) elimination of programs;
(c) merger of programs;
(d) initiation of programs.

9. **Budgets**: Each Vice President and planning team should provide a breakdown of its budget for the past five years and anticipated budgetary needs the next three years. This budget analysis also should include *specific ways* the planning area would:
(a) respond to a x% budgetary increase or reduction;
(b) generate revenue (through grants, contracts, fund-raising, philanthropic donors, and faculty/administrative/staff contributions);
(c) control costs.

10. **Staffing Levels**: Each Vice President and planning team should identify staffing levels for the past 5 years and anticipated staffing needs the next three years based on alternative budgetary scenarios.

11. **Enrollment Management**: The Provost/Vice President for Academic Affairs, Deans, academic departments, and Enrollment Management Committee should
(a) develop enrollment targets and student profiles consistent with the academic master plan, and
(b) develop an operational plan for implementing the targets.

11. **Self-Assessment**: Each Vice President and planning team should prepare an annual assessment report that gauges the:
(a) achievement of performance goals;
(b) the extent to which strategies have contributed to mission and goals; and
(c) degree of success in building upon strengths and addressing areas of needed improvement.

12. **Periodic Review**: Each plan should be reviewed and assessed periodically through a broader assessment process.

13. **Results**: Planning outcomes should serve as a basis for budgetary allocations, decisions about program initiatives, and future planning.