



FALCON 2016

STRATEGIC PLANNING
DEVELOPMENT PLAN AND PROCESS



NOVEMBER 6, 2016

Developing the Strategic Plan:

- ▶ Why: Strategic Plan Development Objectives
- ▶ Who: Task Force Committees & Teams
- ▶ How: Strategic Plan Development Process
- ▶ What: Using a SWOT framework
- ▶ When: Milestones & Dates

Developing the Strategic Plan

What's the **Objective**?

- ▶ To develop a new strategic plan for the Land-Grant Department to guide program decisions and actions during the period of 2017 – 2022.
- ▶ This plan should enable your leadership to direct resources to those areas where the land-grant department wishes to assert local and regional leadership and respond to new promising areas.

Developing the Strategic Plan Task Force Committees & Teams:



Developing the Strategic Plan

The Process (about six months)

- ▶ Planning and Oversight Committee develops plan development process
- ▶ Task Force meets to review plan development process; teams receive directions
- ▶ Teams then work:
 - through a strategic assessment process (SWOT) for their respective mission/focus area
 - Once initial draft SWOT is developed, input is sought from the Planning and Oversight Committee and new comments are incorporated into SWOT

Developing the Strategic Plan

The Process

- ▶ SWOT is consolidated into an overall draft SWOT by Writing Committee
- ▶ Task Force then develops Vision Statement, Mission Statement, and Value Statement from the SWOT
- ▶ Team develops Goals, Tactics, and Metrics for draft plan
- ▶ Writing Committee develops draft strategic plan

Developing the Strategic Plan

The Process

- ▶ Collect input from college faculty, students, and staff on draft plan
- ▶ Writing Committee refines draft plan
- ▶ Collect input from external stakeholder groups on draft plan
- ▶ Writing Committee develops final plan

Developing the Strategic Plan Using a SWOT Framework

- ▶ Still the most widely used strategic planning method in industry, business and project management
- ▶ Applicable to a wide variety of settings
- ▶ Balances internal analysis with external scans
- ▶ Easy to understand and communicate (especially with external stakeholder groups)
- ▶ Comprehensive, when combined with other models (PEST, MOST, etc.)

Developing the Strategic Plan

Listing Internal Factors (strengths & weaknesses)

- ▶ Internal factors include your resources and experiences. General areas to consider are:
 - Human resources - staff, students, volunteers, board members, alumni, target populations...
 - Physical resources - your location, buildings, equipment, land...
 - Financial - grants, funding agencies, other sources of income...
 - Activities and processes - programs you run, systems you employ...
 - Intellectual assets – patents, copyrights, knowledge base...
 - Past experiences - building blocks for learning and success, your reputation (brand?) in the nation/state/community

Developing the Strategic Plan

Listing Internal Factors: STRENGTHS

- ▶ Strength (*noun*)
 1. the quality or state of being strong, in particular.
 2. a good or beneficial quality or attribute of a person or thing.
- ▶ List strengths within your team's scope of analysis
 - dotted line boundaries—ok to paint outside the lines, within reason
- ▶ Watch for “hidden” strengths
 - Seek multiple perspectives
 - Avoid groupthink
- ▶ Look for triangulation and for outliers

Developing the Strategic Plan

Listing Internal Factors: WEAKNESSES

- ▶ Weakness (*noun*)
 1. the quality or state of being weak
 2. a quality or feature that prevents someone or something from being effective or useful
- ▶ List weaknesses within your team's scope of analysis
- ▶ Watch for "blind spots"
- ▶ Be brutally honest
- ▶ Look for triangulation and for outliers

Developing the Strategic Plan

Listing External Factors (opportunities & threats)

- ▶ Forces and facts that your institution does not control include:
 - Future trends – in your sector, society or the culture
 - The economy – local, national, or international
 - Funding sources – foundations, donors, legislatures
 - Demographics – changes in the age, race, gender, culture of those you serve or in your area
 - Physical environment – facilities, location, land, etc.
 - Legislation – funding, regulations, policies, etc.
 - Local, national or international events

Developing the Strategic Plan

Listing External Factors: OPPORTUNITIES

- ▶ Opportunity (*noun*)
 1. a favorable juncture of circumstances
 2. a good chance for advancement or progress.
- ▶ List opportunities within your team's scope of analysis, but cast a wide net
- ▶ Think big, bold and creatively
 - Look for news ways of working, new approaches, new configurations
 - Play offense – look to score
 - Be optimistically pragmatic

Developing the Strategic Plan

Listing External Factors: THREATS

- ▶ Threat (*noun*)
 1. someone or something that could cause trouble, harm, etc.
 2. the possibility that something bad or harmful could happen.
- ▶ List threats within your team's scope of analysis
- ▶ Treat threats at face value (yes, every threat could be viewed as an opportunity)
- ▶ Think about "competition" in the broadest sense
- ▶ Find the "healthy cynic" within you

Developing the Strategic Plan

SWOT: Identifying Potential Strategies

	STRENGTHS	WEAKNESSES
	<ol style="list-style-type: none"> 1. 2. 3. 4. 	<ol style="list-style-type: none"> 1. 2. 3. 4.
OPPORTUNITIES <ol style="list-style-type: none"> 1. 2. 3. 4. 	Opportunity/Strength (OS) Strategies Use strengths to take advantage of opportunities <ol style="list-style-type: none"> 1. 2. 	Opportunity/Weakness (OW) Strategies Overcome weaknesses by taking advantage of opportunities <ol style="list-style-type: none"> 1. 2.
THREATS <ol style="list-style-type: none"> 1. 2. 3. 4. 	Threat/Strength (TS) Strategies Use strengths to avoid or neutralize threats <ol style="list-style-type: none"> 1. 2. 	Threat/Weakness (TW) Strategies Minimize weaknesses to avoid or neutralize threats <ol style="list-style-type: none"> 1. 2.

Developing the Strategic Plan


SWOT: Identifying Potential Strategies

- ▶ the Opportunity/Strength (OS) quadrant can identify strategies where Strengths can be used to take advantage of Opportunities;
- ▶ the Opportunity/Weakness (OW) quadrant can identify strategies where Weaknesses can be overcome by taking advantage of Opportunities;
- ▶ the Threats/Strength (TS) quadrant can identify strategies where Strengths can be used to avoid or neutralize Threats; and
- ▶ the Threats/Weakness (TW) quadrant can identify strategies where Weaknesses can be minimized to avoid or neutralize Threats.



Developing the Strategic Plan

SWOT → Vision/Mission/Values → Goals/Tactics/Metrics

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- ▶ SWOT informs (but doesn't direct) the Vision, Mission and Values Statements
 - ▶ Keep overall objective in mind: *"to assert local and regional leadership and respond to new promising areas."*
 - ▶ SWOT's potential strategies inform Goals, Tactics and Metrics
 - ▶ Remember alignment with the TCUs' Strategic Plan

Developing the Strategic Plan

Major Milestones & Dates

- ▶ Determine dates for deliverables to hold people accountable and ensure success

Developing the Strategic Plan Activity

Questions...

Comments...

