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
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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.
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Task Force Committees & Teams:

- Planning and Oversight Committee
- Strategic Plan Task Force
- Undergraduate Education
- Research & Graduate Education
- Extension & Outreach
- Other Priority Programs
- TCU Strategic Planning
- Writing & Recording Committee
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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
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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
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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
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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.)
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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
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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**
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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
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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
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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 new ways of working, new approaches, new configurations
  - Play offense – look to score
  - Be optimistically pragmatic
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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

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**Opportunity/Strength (OS) Strategies**
- Use strengths to take advantage of opportunities
  1. 
  2.

**Opportunity/Weakness (OW) Strategies**
- Overcome weaknesses by taking advantage of opportunities
  1. 
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**Threat/Strength (TS) Strategies**
- Use strengths to avoid or neutralize threats
  1. 
  2.

**Threat/Weakness (TW) Strategies**
- Minimize weaknesses to avoid or neutralize threats
  1. 
  2.
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**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.
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SWOT → Vision/Mission/Values → Goals/Tactics/Metrics

- 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
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Major Milestones & Dates

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

Questions...

Comments...