

History of Strategic Planning in the U.S.

- 1st - Military origins

The Science of planning and directing large scale operations to maneuver forces into the most advantageous position prior to engagement with the enemy.

- 2nd – Business/Private sector

- 3rdth - Government and municipal agencies

- 4th - Translated to education sector

Education Sector

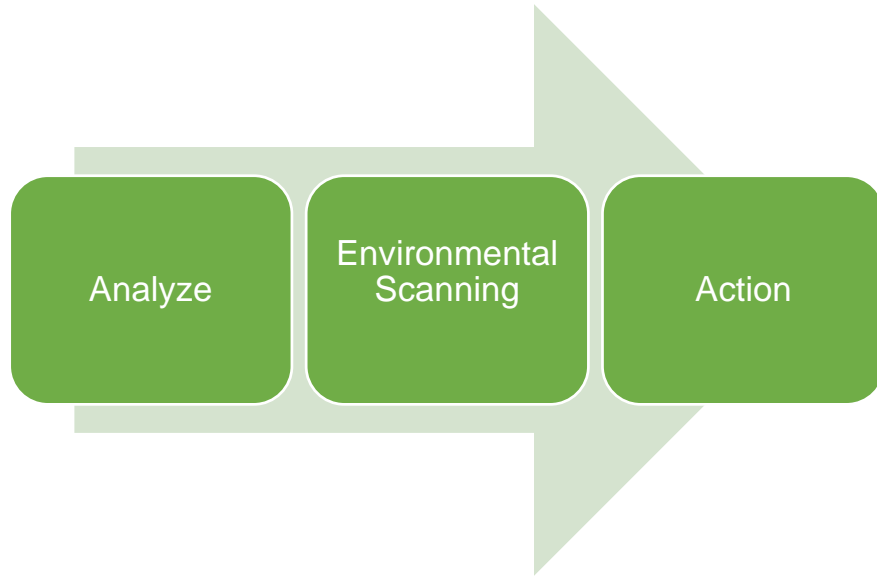


- 1980s and especially in the 1990s there was a shift
- Increase in competition, new technology, fiscal changes impacted by state funding, accountability, & external demands

Strategic Planning: A Response to the Changing Landscape of Higher Education

- Had to keep pace with the external and internal demands
- Rapidly changing landscape
- Focus on efficiency
- Program review and elimination
- Data driven decision making
- Need to connect planning with budget
- **Strategic planning was identified and adapted to keep pace; it became mainstream in the 1990s and 2000s & remains presently**

Basic Linear Business Strategy Planning Model



Three Main Stages

1. Analyzing the situation
2. Scanning internal and external environments
3. Deciding on a course of action

Results in a formal document

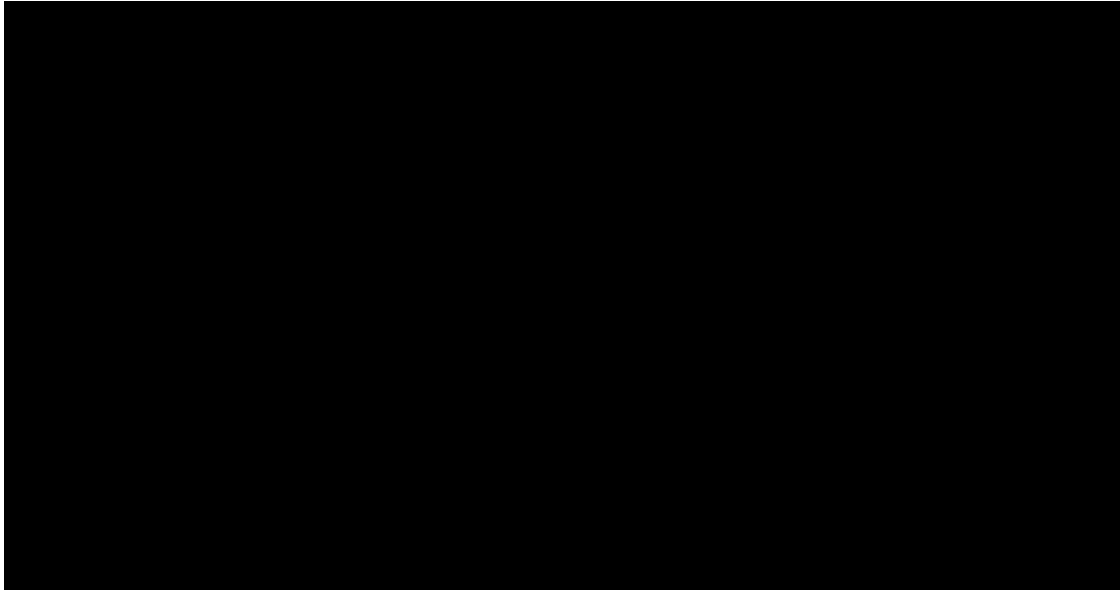
Should include an implementation plan

Basic Non-Linear Business Strategy Planning Model

Primary Elements

1. Understanding the

Strategic Analysis Models for Higher Education



Strategic Process in Higher Education

1. Creation of strategic planning steering committee
2. Creation of mission and vision
3. Environmental scan and SWOT analysis
4. Benchmarking
 - Research/literature
5. Strategic planning/programming

Creation of strategic planning steering committee (SPSC)

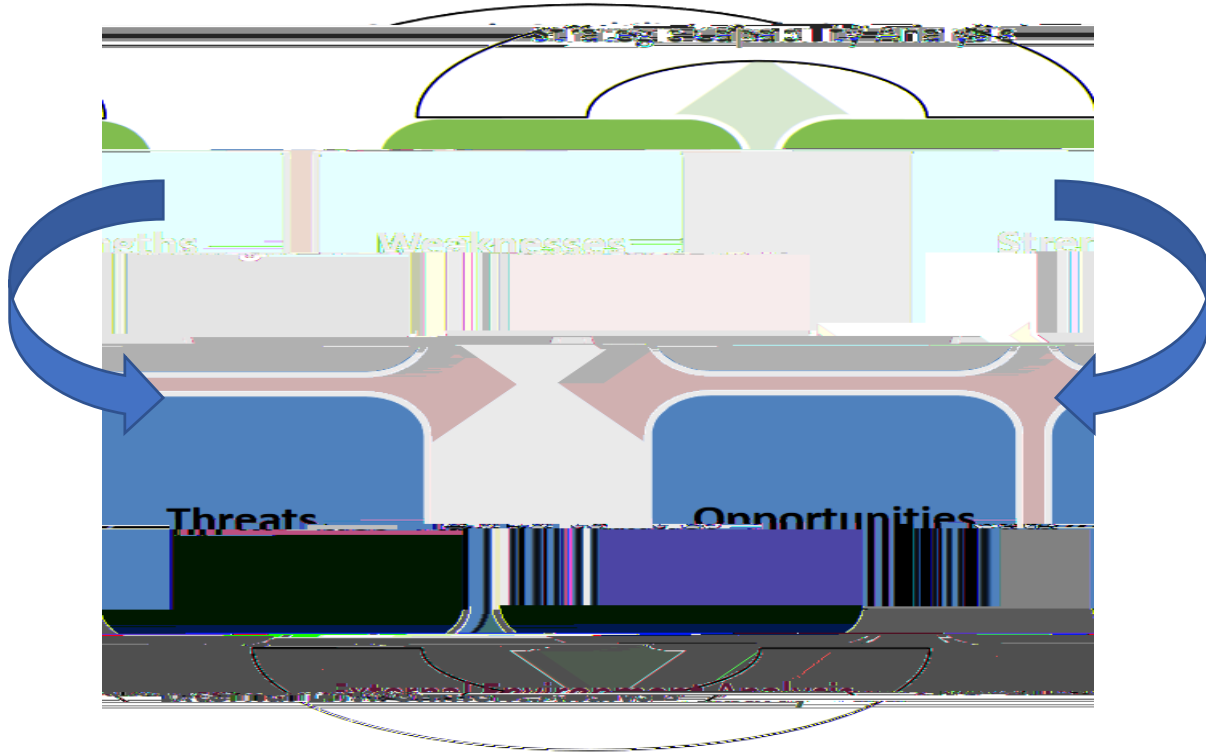
- Chairperson is typically well versed in strategic planning
- Committee should represent various areas of the department
- External stakeholders should be included, albeit with a smaller presence
- A member from the financial department is recommended or someone well versed in the unit's budgetary condition

Purpose and our Why

(Mission and Vision is Typical)

- Both should be clearly formulated, well known, and communicated within the department
- This process involves a similar representative committee to that of the SPSC
- Aligns with the overall university mission and vision

Strengths, Weaknesses, Opportunities, & Threats Analysis



Strategic Programming

- Typically started after the first four steps are completed
- Identified the strategic issues
- Set strategic goals
 - Identified how they will be assessed, by what means, and how often
- Created an action plan
 - P

Importance of the Implementation Plan

- Where the rubber meets the road
- Arguably one of the most important parts of ensuring desired outcomes of the strategic plan are met

Consider:

- Who needs to support the requirements set out in the implementation plan?
- Have the relevant people been consulted?

Implementation Plan

Identify issues to implementation:

- Barriers to acceptance
- What are the constraints?
- Are there any additional costs/resources which may arise as a result of implementation?

Implementation Plan

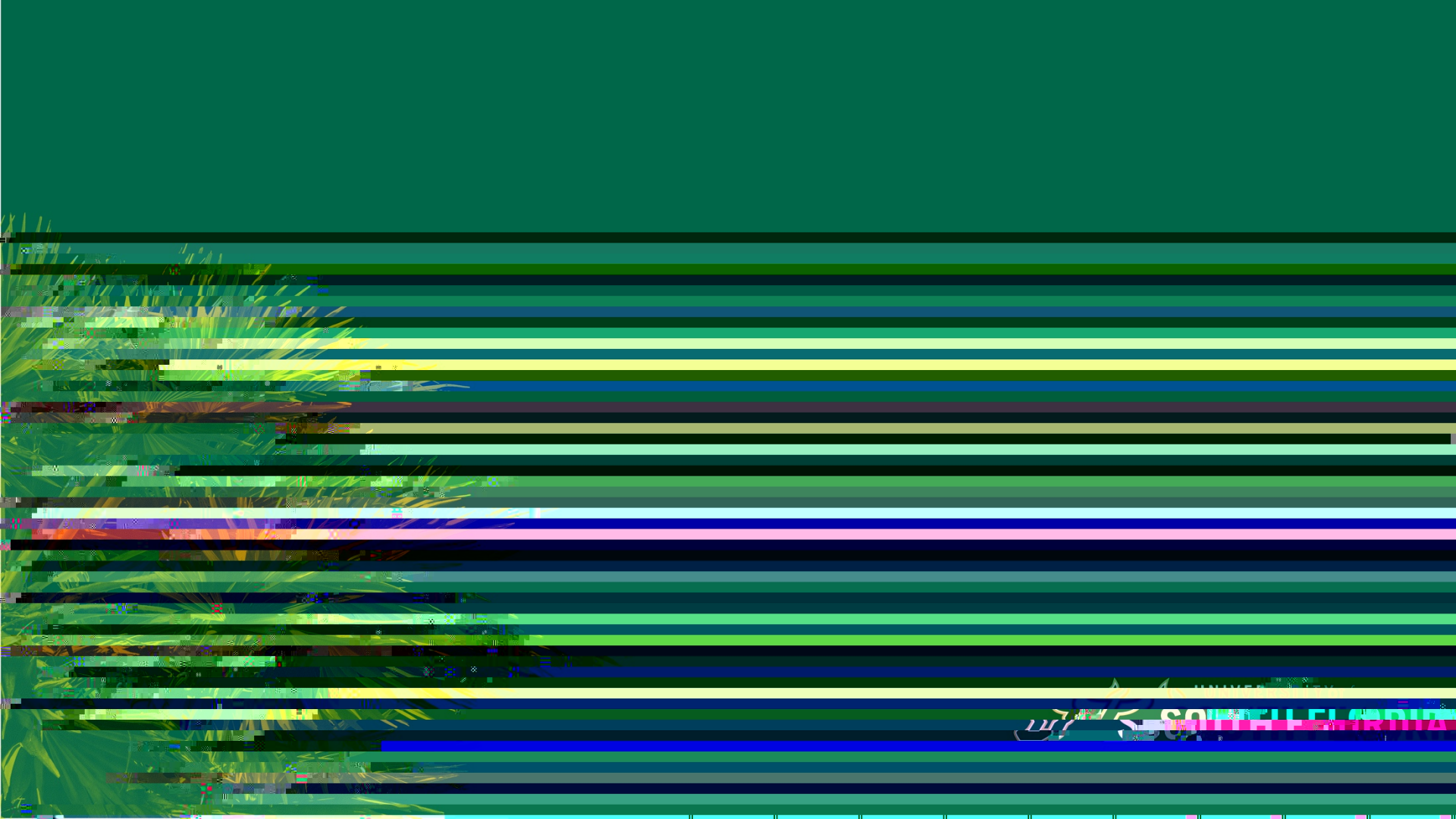
Consider :

- Will we need to educate others? Is professional development or student training required?
- Include information about the categories of professional development/training
- Are changes recommended or required to execute the plan?
- Identify who will be responsible.

Implementation Plan

- Propose timelines, including checkpoints to monitor implementation success and effectiveness over time.
- Identify an Implementation Chairperson
- Identify and assign areas of responsibility to individuals and groups

References



UNIVERSITY OF
SOUTH ALABAMA
SOUTH ALABAMA