



Conducting Organizational Strategic Planning for Continuous Improvement and Accountability: A Primer for IR

ANNUAL TAIR CONFERENCE

March 3-6, Addison, TX

World Changers Shaped Here



SMU[®]

Strategic Planning

- Student affairs programs are often the strongest advocates for including students and have the greatest access to engaging students in this important college planning initiative.
- The question of what students are learning and how does one know, is a driving force in the public and higher education environment. Documenting responses to this question has placed strategic planning and assessment front and center in many college settings.

Strategic Planning

- Conceptually, strategic planning should examine big questions and have a focus on their health and survival (Baldrige, 1983).
- Strategic planning should have a central focus on change and/or improve effectiveness for programs, services, and documented learning and development (Tull, & Wallace, 2014).

Types of Strategic Planning

- Goal Model
- System Resource Model
- Internal Process Model
- Strategic Constituencies Model
- Phase Models
- Fit Models
- Competing Values Model
- Quality Model

Types of Strategic Planning

Goal Model

- In a Goal Model, the organization is striving to effectively reach its pre-determined goals over a long term period of time. Effectiveness in this model is gauged by the degree to which the organization reaches its output targets.

System Resource Model

- In a System Resource Model, the organization's approach to strategic planning is ecological in nature. Effectiveness in this model is gauged by the degree to which the organization acquires new resources and maintains its operating system. Goal accomplishment is less important than survival of operations and acquisition of resources.

Types of Strategic Planning

Internal Process Model

- In an Internal Process Model, the organization is more focused on the internal processes and the interworking of the organization. This is counter to the System Resource Model described above. Effectiveness in this model is achieved through the integration of personnel with processes, regardless of resources.

Strategic Constituencies Model

- In the Strategic Constituencies Model, the organization is more focused on its external stakeholders and through their perspectives in the external environment. Effectiveness in this model is examined through the level of satisfaction that external stakeholders express.

Types of Strategic Planning

Phase Models

- In the Phase Model, the organization maintains a focus on phases of development both within the organization and outside of the organization. It must examine boundaries that are on both an individual basis and larger scale basis for the organization. Effectiveness in this model is achieved through the accomplishment of needs for the current phase, while anticipating the needs for future phases. This should occur both internally and externally for each phase in the process.

Types of Strategic Planning

Fit Models

- The Fit Model contains two sub-models. The first aims to achieve consistency across the organization. Effectiveness under this model is achieved through matching like units with one another. This can be achieved through organizational design processes in student affairs organizations.
- The second postulates that not all organization's effectiveness can be evaluated using the same criteria. Effectiveness under this model can be achieved through the reconciliation of differences among multiple organizational cultures that make up subunits of the organization.

Types of Strategic Planning

Competing Values Model

- In the Competing Values Model, the organization can take into account each of the models explicated above and tend to the various conditions and demands presented at different times. Effectiveness under this model is achieved through an organizations ability to maintain internal as well as external efficiencies at the same time in both environments.

Quality Model

- In the Quality Model, the organization develops a focus on quality vs. effectiveness. Data is often used to evaluate organizational success. This has particularly been true in higher education settings through accreditation processes, where a focus on quantitative measures is often important to evaluators.

The Strategic Planning Cycle

Several questions that have been identified that can serve as guiding questions (based on contingency theory):

- What is the nature of the organization's environment?
- What kind of strategy is being employed?
- What kind of technology (mechanical and non-mechanical) is being used?
- What kind of people are employed, and what is the dominant "culture" or ethos within the organization?
- How is the organization structured, and what are the dominant managerial philosophies?

The Strategic Planning Cycle

1. Conduct a Values audit – institution seeks to identify and clarify those values that it holds
2. Develop a mission statement – foundation of the strategic planning process – reexamine purpose of the institution
3. Development of institutional themes that reflect the mission and purpose of the organization
4. Setting of goals and objectives connected to the themes
5. Assessing current status
6. Formulating action plans; establishing formative criteria; and determining outcome measures

Upcraft, & Schuh (1996)

Components of a Strategic Plan

1. Vision and Mission Statement
2. Stakeholder Engagement Plan
3. Environmental Scan
4. Dissemination/Information
5. Stakeholder Feedback
6. Strategic Goals, Objectives, Strategies and Measures
7. Strategic Programming – Feedback
8. Strategic Programming – Formalization
9. Assessment Plan
10. Sharing of Evaluation and Results

Planning Component	Expanded Activity Description	Leadership/Participants	Activity Period
Planning and Preparation	Distribution of Current Strategic Plan and Primer on Strategic Planning	Dir. of Assessment	December 2013
Stakeholder Engagement Plan	Gather Updated and Expanded Data on Demographic and Future Trends	Dir. and Asst. Dir. of Assessment	December 2013
Report on 2007-2014 Strategic Plan	Departmental and Programmatic Reports/Presentations	LSWAT + 1	February 2014
Dissemination/Information	Dissemination of Summary Findings to Stakeholders	All Divisional Employees	February 2014
Stakeholder Feedback	Hold Stakeholder Forums (Both in Person and Virtually) Update, Add, Edit or Eliminate Information from Summary Findings Based on Feedback	All Divisional Employees	March/April 2014

Strategic Objectives, Targets and Measures	Draft New Objectives, Targets and Measures that Coincide with DSA Strategic Pillars	LSWAT + 1	May 2014
Strategic Programming - Feedback	Dissemination of Newly Developed DSA Objectives, Targets and Measures for Feedback from Stakeholders	All Divisional Employees	May 2014
Strategic Programming - Formalization	Revisions to DSA Strategic Objectives, Measures and Targets Based on Feedback from Stakeholders	Dir. and Asst. Dir. of Assessment	June 2014
Evaluation Plan	Development of a Complimentary Evaluation Plan to Include Measureable KPIs	Dir. and Asst. Dir. of Assessment Assessment Committee	July, 2014
Submission/Project Completed			August 1, 2014

Things to Keep In Mind

- Leadership
- Culture
- Stakeholders
- Timing
- Logistics
- Necessary resources
- Human resources
- Time on task

References

- Baldrige, V. J. (1983). Strategic planning in higher education: Does the emperor hand any clothes? In V. J. Baldrige (ed.). *Dynamics of organizational change in education*. Berkeley, CA: McCutchan.
- Morgan, G. (1998). *Images of organization: The executive edition*. Thousand Oaks, CA: Sage Publishing.
- Tull, A., Wallace, E. (2014). Strategic Planning and Assessment for Student Affairs in the Community College. In Tull, A., Kuk, L., & Dalpes, P. (Eds.). (2014). *The Handbook for Student Affairs in the Community College*. Sterling, VA: Stylus Publishing.
- Upcraft, M. L., & Schuh, J. H. (1996). *Assessment in student affairs: A guide for practitioners*. San Francisco, CA: Jossey-Bass.

Ashley Tull, Ed.D.
Director of Assessment and Strategic Initiatives
Program Director, Ed.D. in Higher Education
atull@smu.edu
Twitter: @AshleyTull

